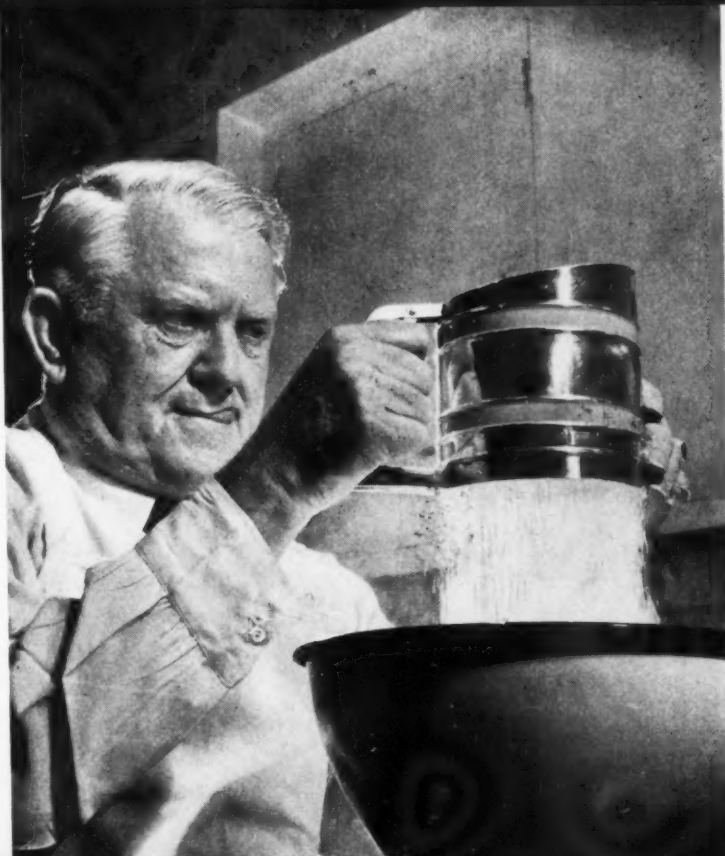


# Sales Management

THE MAGAZINE OF MARKETING



The Story Behind  
Chiffon Cake  
... See page 37.

What Folks  
Want for Xmas

Cues for holiday  
advertising.  
.. See page 46.



OCTOBER 15, 1949



THIRTY-FIVE CENTS



## *First in* **T**elevisuals

Outstanding in entertainment value are the television commercials of the Minnesota Mining & Manufacturing Company produced by The Jam Handy Organization for Batten, Barton, Durstine & Osborn, Inc.

Skilled in the techniques of blending high entertainment values with strong commercial selling, we are prepared to help progressive advertisers and agencies to keep in the forefront of those making effective use of television for business purposes.

*The*  
**JAM HANDY**  
*Organization*  
—for Televisuals

PRESENTATIONS • TRAINING ASSISTANCE • SLIDE FILMS • TELEVISUALS • MOTION PICTURES  
NEW YORK 19 WASHINGTON D.C. 6 PITTSBURGH 22 DETROIT 11 DAYTON 2 CHICAGO 1 LOS ANGELES 28



# DETROIT WORKERS ARE TOPS IN EARNINGS\*

**DETROIT • \$3,116**

**CLEVELAND • \$2,950**

**CHICAGO • \$2,874**



**N**O WONDER it's easier to SELL in Detroit. For Detroit's 467,000 industrial workers receive higher earnings on the average than fellow workers in any other major American city.

Maybe this isn't news, but it is worth repeating again and again when considering markets in which to move merchandise readily.

And the Detroit Free Press, the only morning newspaper in a 3,000,000 consumer market, is read every day in 430,000 good homes . . . homes of workers, of professional men, of business men, of all kinds of men and women . . . a market more than big enough to make it easy to do an efficient, low cost selling job for your goods or services.

*\*Census of Manufacturers' Report*

## The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

*Story, Brooks & Finley, Inc., National Representatives*

# Sales Management

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Mr.  
Adve:  
The M  
Milw  
Dear  
We ha  
verif  
"Only  
over  
month

“ We have checked our records  
... only one other newspaper  
has ever published over forty  
million lines of advertising in  
any twelve consecutive months. ”

*John Halpin*  
John Halpin

So says Media Records about The Milwaukee Journal's

# 40,416,467

lines of advertising in 12 months ending August 31, 1949\*

To reach this mark, it takes a pace-setting retail market like Milwaukee, plus a great selling newspaper like The Milwaukee Journal with 95% coverage of all homes in the City Zone. Investigate this sales producing team.

\* *A gain of 10,193,825 lines in the first full year since advertising restrictions were lifted!*

## THE MILWAUKEE JOURNAL

Represented by O'MARA & ORMSBEE, Inc.  
New York Chicago Detroit Los Angeles San Francisco



Prominent Users of Strathmore Letterhead Papers: No. 84 of a Series.



To protect homes and factories against such ravages by fire, Pyrene Manufacturing Company maintains engineering and research departments that constantly solve problems arising from unique industrial processes and the hazards of modern living.

**An efficient product deserves  
an efficient letterhead**

...A letterhead that looks businesslike and reliable, feels crisp and sturdy to the touch. Such a letterhead does the product justice...and helps to get prompt, favorable response from the recipient.

That's why the world-famous Pyrene Manufacturing Company uses Strathmore for its letterhead paper. "Pyrene" is a widely recognized symbol for efficient fire protection equipment. Its makers have found Strathmore letterhead paper most practical and highly representative of the quality of their product. Like many other famous firms, both large and small, the Pyrene Manufacturing Company is alert to the importance of using an expressive letterhead.

If your own letterhead does not adequately express your business leadership, we suggest you have your letterhead supplier submit new designs...on Strathmore papers.

*Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond.*

**STRATHMORE** MAKERS  
OF FINE  
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts



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October 15, 1949 Volume 63 No. 8



SALES MANAGEMENT



*Different ...*



*magazines ...*



*have different ...*



*effects ...*



*on people ...*



*Holiday, for instance...*



*seems ...*



*to make ...*



*its readers ...*



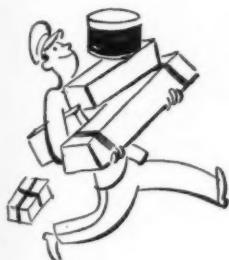
*want to ...*



*do things ...*



*and ...*



*buy things ...*



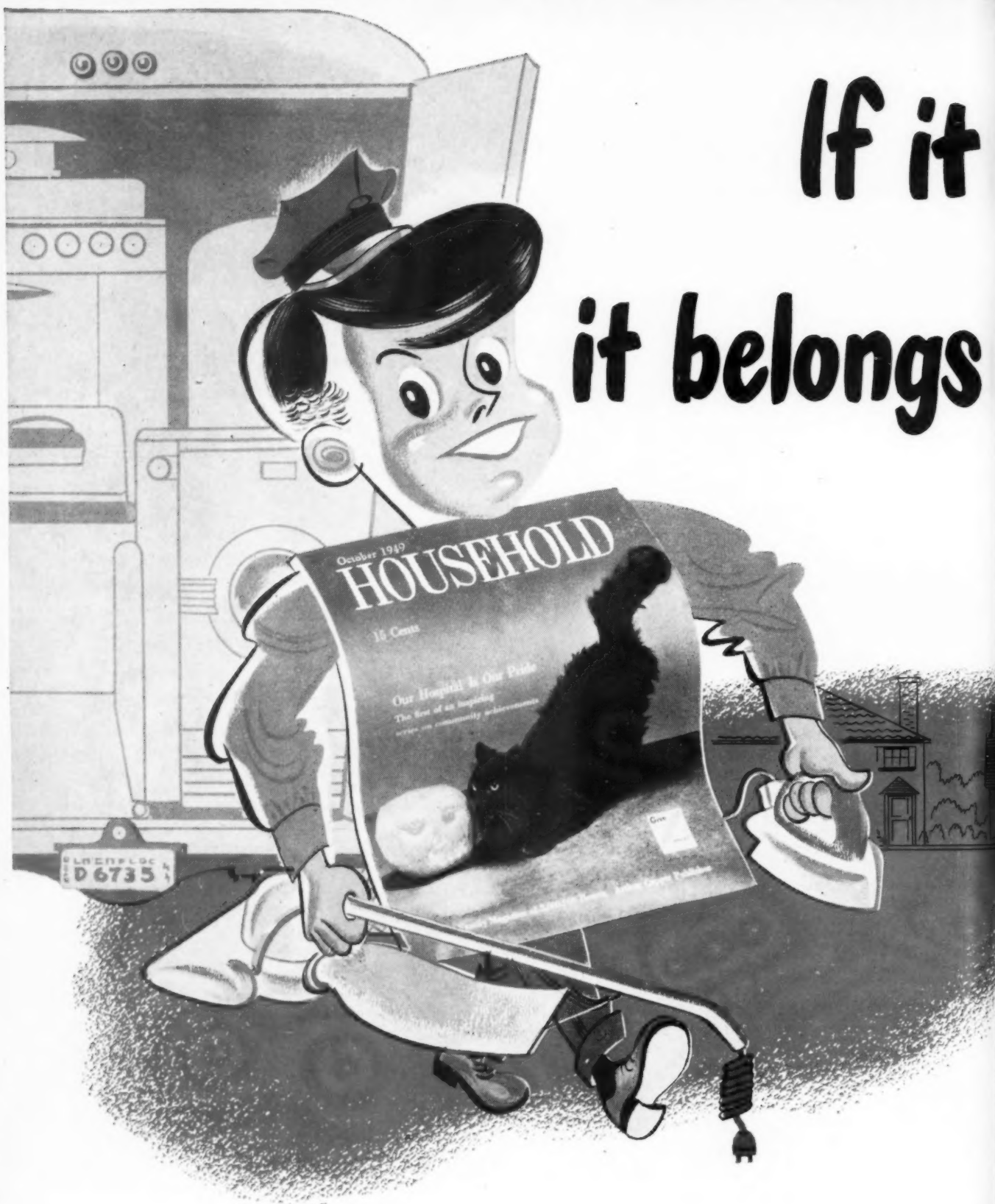
*and ...*



*enjoy themselves!*

**HOLIDAY ... the most MASSive CLASS market in the world!**

If it b  
it belongs i



# HOUSEHOLD

Topeka, Kansas

• Arthur Capper, Publisher



# belongs in the home in HOUSEHOLD

**Because** Household goes to BIG families (over 2,500,000 children)—more cooking, washing, sewing. With BIG homes (average 6.2 rooms)—more heating, plumbing, housekeeping.

You can see why Household home editorial is strong on home products.

Not one, but two regular features are devoted to appliances. Indeed, 20% of all Household articles are on home furnishing and management.

Already this year, 3,223 Household readers have told the editors what they do and do not like about the home equipment they use.

Home families plus home editorial—there's your profit combination.

Household *concentrates* this combination where other magazines do not—in the big-spending communities under 25,000. And Household does it for *less* per page per 1,000—four colors, \$3.20; black and white, \$2.40.



## HOUSEHOLD'S profit combination

### HOME FAMILIES *plus* HOME EDITORIAL

- |                                   |   |
|-----------------------------------|---|
| ★ 2,107,586 reader families       | ★ Home furnishing & management 20%                  |
| ★ 3,764,000 primary adult readers | ★ Food 18%  |
| ★ 2,635,789 children              | ★ Home building & modernization 14%                 |
| ★ Women 81% housewives            | ★ Gardening 8%                                      |
| ★ Families 62% home owners        | ★ Child care 8%                                     |
| ★ 87% with gardens                | ★ Beauty, fashion 5%                                |
| ★ Eat three meals a day at home   | ★ Fiction, inspirational, community improvement 20% |
| ★ 82% in communities under 25,000 | ★ Miscellaneous 7%                                  |

# The Human Side

## HELP FOR THE WHITE COLLAR WORKER

If a new organization, recently born in New York City, meets with the success and approval for which it seems destined, the "white collar" worker will come into his own. If the idea catches, if it spreads, there'll be fewer round pegs in square holes in offices. Which means a general over-all increase in efficiency, less personnel turnover, a stepping up of office production. Even a sharply-reduced budget for the office manager!

The organization is Mutual Positions Plan Association. It is non-profit; it applies a combination of modern research, sales and marketing techniques to the problem of helping the white collar worker prepare himself to land the job he wants and is best fitted for.

Membership—and there are no "fees" for the service to members—is limited. Only executive, professional, administrative and technical white collar personnel may belong. They pay moderate annual dues, the funds are retained by the organization itself to finance a huge self-improvement library with special discount arrangements to members. Members may also enjoy such special benefits as group life, health and accident insurance, and consultation at any time.

According to the organization's president, Gordon B. Taylor, the plan was only put into effect after a successful 10-week "test run," during which period some 100 members were enrolled. And before anyone is accepted as a member he must submit references which are carefully checked. This, according to Mr. Taylor, rules out "job-hoppers"—people who cannot hold jobs or refuse to take anything but a cushy "position" for which they're not qualified. Those people who are accepted are people who have reached a stagnation point in present jobs, or who for one reason or another, are square pegs in round holes.

By adhering to such a hard and fast rule of investigation-before-acceptance, Mr. Taylor believes that the organization can win the respect of industry and management, better help the members in reaching their employment goals. The important function of Mutual Positions is to help individuals boost themselves out of their employment ruts—but *only* if analysis of the prospective member shows that he is not already making the most of his abilities in his present job.

It has always been a problem in business and industry, especially in large corporations, that sometimes a highly intelligent employe lacks the ability to evaluate his strong and weak points. But what to do with such people has never been satisfactorily resolved. Too often potential executive material gets washed out because the case was not understood. With guidance, and sound managerial advice such as MPPA hopes to give its members, many such people may be given the needed impetus to achieve their goals.

Each member, insists Mr. Taylor, will be handled as if

the individual is a product—a product facing a competitive market. Before any member is sent out to an interview with a prospective employer, he must first undergo an intensive study and analysis, plus a survey to discover the *best* potential market for his talents. The results are "packaged" and the market is explored before the "product" is introduced to it.

The organization also plans to publish a weekly bulletin called "Men of The Week," which will contain thumbnail sketches of two members. It will mail this bulletin to various corporations and businesses, in order to assist the placement of members. Each member is on pledge to sift back information to headquarters about possible openings for which he is not personally fitted.

As Mr. Taylor—who has had three decades of personnel experience, industrial relations and management consulting work—puts it, the association saves management wasted time and effort—both for itself and for the people whom it screens for the positions it must fill.

And if the idea behind the association goes over, there will undoubtedly be similar ones in other sections of the country performing an invaluable service to both employee and employer.

## "KEEP YOUR EYE UPON THE DONUT . . .

. . . and not upon the hole." So says The Doughnut Corporation of America. And after touring the Corporation's brand-new laboratory, deep in the heart of New York City's Wall Street district, we're prepared to tell you that you'd better keep an eye on the hole, too. They'll find a way to market that soon!

The Doughnut Corporation of America doesn't sell doughnuts, believe it or not. But it is responsible for getting the American public to consume tons of the things, and doughnut makers and bakers all over the country look to the Corporation to keep them from becoming stale—where sales ideas are concerned. Latest move by the Corporation is this five-floor laboratory which perfumes stock brokerage offices for blocks around with the aroma of the confections that daily come out of master ovens in the laboratory's kitchens. For here the Corporation, which sells doughnut-making machines and mixes for everything from coffee cakes to the doughnut—the latter in dozens of guises—is experimenting with new techniques of baking. At the moment the Corporation produces some 138 types of mixes, some of which have their end product in waffles, biscuits, pancakes, cakes, buns—and, very definitely, doughnuts!

Here, on one floor of the laboratory (which until recently was a bank, of all things) sales ideas, in doughnut form, are whipped up. All over the place chemists and testers and bakers are at work. All day chemists test formulae, invent new ones. Then the formula under scrutiny is sent to the bakers (most of them trainees) who make up confections which are sent back to the chemists



## Teamed...

### TO GAIN ON EVERY PLAY FOR THE BIG INDIANAPOLIS MARKET

Hard-hitting advertising to the nation's biggest inland market makes consistent sales gains when Indiana's two largest dailies "carry the ball" for you.

*Combined*, The Star and The News are also key performers in keeping your sales curve up over a 44 county bonus area surrounding Metropolitan Indianapolis. There the circulation of both papers reaches out in effective concentration to guide buyers on shopping trips to the Hoosier capital . . . or to any of ten trading centers doing a steady 350 million of their own in retail sales.

*And*, to make your effort effective, The Star and The News provide the finest market service available—if you'll only write.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Indiana's  
first team...*



**THE INDIANAPOLIS STAR  
and  
THE INDIANAPOLIS NEWS**





FOR LOVE OF THE DOUGHNUT . . . The Doughnut Corporation of America has created a new super-laboratory in New York City. Here research fashions new types of sinkers.

for additional scrutiny. After a recipe is certified, master bakers and home economists get to work on ideas which will make this particular new doughnut, for instance, sell better.

When we were taken through the place, four bakers and one lady were admiring the promotional doughnuts for Hallowe'en. These, in highly decorated forms, were making a circuit on a special little turntable which bakers use in their windows. The lowly doughnut had been made into a festive thing. Some of the batch had been covered with an orange icing, some with chocolate. Others had

tiny orange triangles and green sprinkles. One boasted small candy pumpkins. In the center was a miniature row of corn shocks. All of these creations, we were assured, were made from standard mixes and frosting mixes, which The Doughnut Corporation of America markets to bakers.

Months before each special season comes along experts are busily dreaming up new ideas for selling more doughnuts by tying-in the product with the season. At Christmas, for example, green and red frostings are used; for Fourth of July red, white and blue . . . tiny flags to crown the doughnuts. The only limit is the personal limit to any creative imagination. As one baker told us, "It's like Lord and Taylor changing windows, I guess. You got to keep dreaming up new ideas."

We learned, too, that there are doughnuts and doughnuts. And each section of the country likes a different kind. New England on one hand requires a closely baked doughnut, like cake. The South goes for a raised doughnut, made with yeast. By experimentation The Doughnut Corporation of America has learned that the Mid-West will fairly drool over the raised type of it's crowned with a caramel icing.

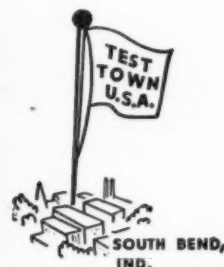
The Corporation is busting with pride over having just licked a problem which has plagued bakers for generations. Doughnut connoisseurs are well aware of the succulence of the yeast-raised doughnut. But until recently such doughnuts could only be made by hand—a long, tedious and expensive process. The Corporation has, at last, devised a machine that will make such a doughnut. It's the greatest thing that's happened to the industry since someone thought of saving dough by building a doughnut around a hole!

## GET THE LOW-DOWN ON YOUR ENTRY



When you test in the South Bend market, you get product information right from the horse's mouth. Test results here are used with confidence elsewhere — because *this* market is typical. So typical, in fact, that the U. S. Government chooses "Test Town, U.S.A." for important tests and studies. Saturation coverage of this great test market is yours with one newspaper — and only one. Write for free market data book entitled "Test Town, U.S.A."

**The  
South Bend  
Tribune**



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

# CHEMICAL AND ENGINEERING NEWS

## *Fan mail... fans sales!*



Want some tangible proof of the pulling power of C&ENews? Our mailroom is bulging with it in the form of 200,000-plus inquiries per year! And that's from manufacturers' literature and new product departments alone. All other inquiries go direct to the advertiser or manufacturer involved.

No other publication in the chemical and process industries—or in any other industrial field—can match C&ENews in the number of inquiries sent in by readers requesting further information. C&ENews' fan mail is phenomenal. But it's only an *extra*.

C&ENews, with its 70,000 circulation, has twice the circulation of any other publication in the field. Everybody who is anybody in the chemical and process industries reads C&ENews every week for news of developments in processing methods and operations.

What better way for you to build sales than through the publication that builds readership—and response! Put C&ENews on your schedule and pull in your own proof in the form of sales.

### *Why Buyers Specify C&ENews*

- only weekly newsmagazine
- largest paid circulation
- greatest plant coverage
- greatest plant penetration
- greatest industry coverage
- greatest industry penetration
- greatest number of buying and specifying factors
- best advertising visibility
- greatest page-by-page readership
- lowest cost per M

## **CHEMICAL & ENGINEERING NEWS**

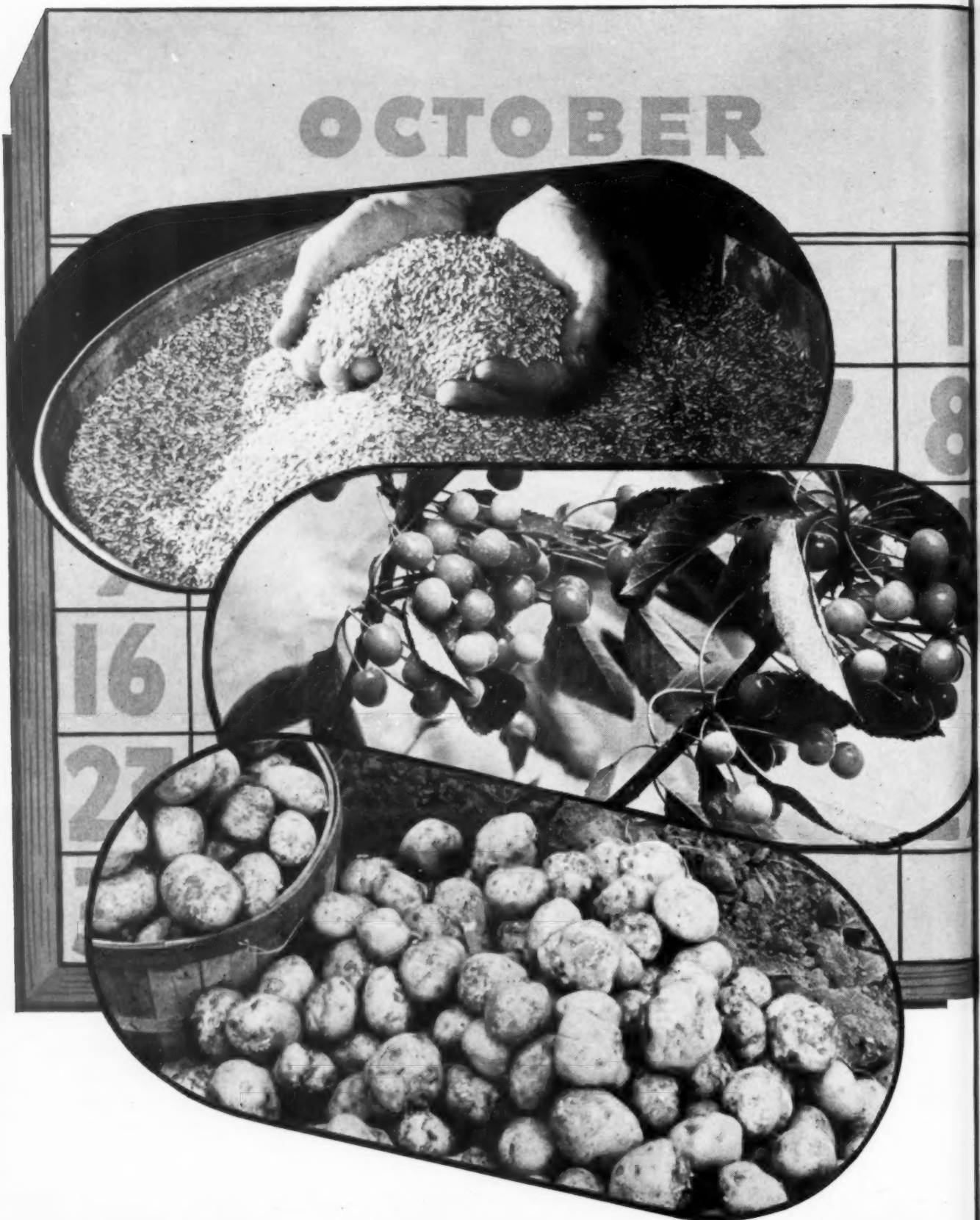
**NEWSMAGAZINE OF THE CHEMICAL WORLD**

**Published by THE AMERICAN CHEMICAL SOCIETY**

**Advertising Management: REINHOLD PUBLISHING CORP.**

**NEW YORK • CHICAGO • PHILADELPHIA • CLEVELAND  
FORT WORTH • SAN FRANCISCO • LOS ANGELES • SEATTLE**

# Crop variety makes income BIG ev



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\*Based



# Every month in steady MICHIGAN

## OCTOBER FARM INCOME:

# \$74,000,000\*

In steady Michigan, they don't raise just wheat! Or corn! It's a wide *variety of crops*—coming in throughout the year—that makes every month a big *pay* month for Michigan farmers. Makes *all months* spending months!

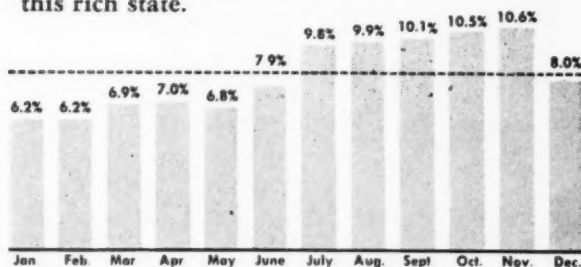
For example...take cherries. Michigan is first and produces nearly 3 times more than the next leading state! Yet it's in the first dozen states for winter wheat, potatoes and many other crops, as well.

### Steady Buying Power

This 12-month chart of farm cash income proves Michigan's year-round prosperity—and it has a record of steadiness dating back 100 years. Only a few states can match it. Two which can are Pennsylvania and Ohio. These are served by PENNSYLVANIA FARMER and THE OHIO FARMER. For further information, write T1013 Rockwell Ave., Cleveland 14, Ohio.

Yes, and through the *years*, as through the year, farm income stays steady and big. That's why MICHIGAN FARMER readers have over 92% (it's phenomenal!) farm ownership! It's also the reason Michigan farmers are 7th in use of autos, trucks, tractors, etc. Farm housewives, are big buyers because of it!

This vital farm market is well wrapped up for you in *one* favored farm paper—MICHIGAN FARMER—reaching 4 out of 5 farm folks of this rich state.

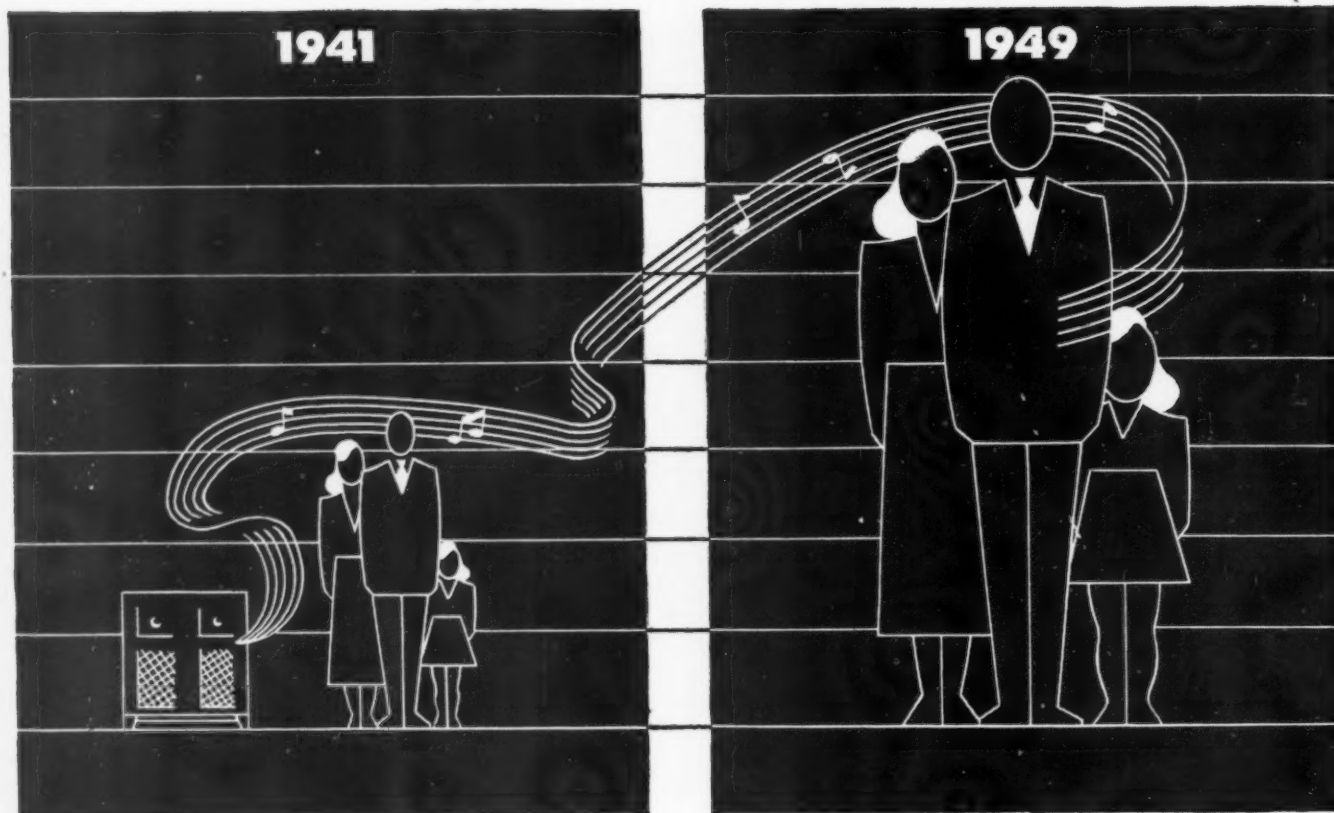


\*Based on 3-year average income. Source, U.S.D.A. Farm income situation.



MICHIGAN FARMER, East Lansing  
 PENNSYLVANIA FARMER, Harrisburg • THE OHIO FARMER, Cleveland

# IOWA LISTENING DOUBLED SINCE 1941!



**RADIO** listening in Iowa has *increased 213% since 1941!*

This and other significant trends are features of the 1949 Iowa Radio Audience Survey\*. For the twelfth consecutive year, this outstanding Survey continues to give a complete and accurate picture of radio in Iowa. It enables advertisers and agencies to determine Iowa's *greatest radio value* for any radio promotion, in any or all parts of the State!

This valuable book will be off the press in a few days. *Write now to reserve your free copy!*

\*The 1949 Iowa Radio Audience Survey is a "must" for every advertising, sales or marketing man who is interested in Iowa.

The 1949 Edition is the twelfth annual study of radio listening habits in Iowa. It was made by Dr. F. L. Whan of Wichita University—is based on personal interviews with over 9,000 Iowa families, scientifically selected from cities, towns, villages and farms all over the State.

As a service to the sales, advertising and research professions, WHO will gladly send a copy of the 1949 Survey to anyone interested in the subjects covered.

## WHO

**+ for Iowa PLUS +**

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager



**FREE & PETERS, INC.**  
National Representatives

SALES MANAGEMENT

# NEWS REEL



**J. A. FOUCHE**

Formerly assistant to advertising and merchandising director, Seiberling Rubber Co., named manager of combined Advertising-Merchandising Department.

**WILLIAM BALCH**

Promoted from Eastern regional sales manager to general sales manager of Ansco, he has served the company in sales and sales management since 1936.



**WALTER J. NILES**

Recently president and a director of Frederick Hart & Co., Inc., joins The SoundScriber Corp. and is elected a vice-president of the corporation.

**LEONARD C. TRUESDELL**

Former vice-president in charge of marketing for Hotpoint, Inc., has joined Zenith Radio Corp. as sales manager for household radio and television.



**THOMAS J. WATSON, JR.**

Elected executive vice-president of International Business Machines Corp., had joined I.B.M. sales in 1937, later becoming a vice-president and director.

**WARREN N. BURDING**

Named president of John F. Jelke Co., subsidiary of Lever Brothers Co., he was vice-president in charge of Grocery Division, Standard Brands, Inc.



**WILLARD M. PEARSON**

Named manager of sales, Bond Crown and Cork Co., subsidiary of Continental Can Co., has been sales executive for beverages and food companies.

**WILBUR M. COLLINS**

Vice-president in charge of carbonated beverage sales for Canada Dry Ginger Ale, Inc., since 1935, he has been elected to the board of directors.





**In what ONE magazine will your building product advertising...**

**Reach the greatest number of architects and engineers at the lowest cost per page per thousand**

**Reach the architects and engineers who PROVABLY are responsible for plans and specifications for over 80% of all architect-designed building**

**The answer of course is Architectural Record, the magazine that:**



1. Editorially features the kind of building activity that means business for architects, engineers *and* advertisers.
2. Is preferred by architects and architectural engineers above all other technical magazines.
3. Carries more advertising, for more manufacturers of building products, than any other architectural publication.
4. Is published by F. W. Dodge Corporation and uses continuously the 700-man Dodge newsgathering organization to learn which architects and engineers are active (to guide circulation policy) and what they are doing (to guide editorial policy).

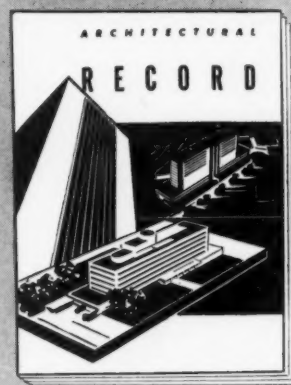
Architectural Record is your "Pivot Paper" for productive and economical advertising in the building market. *By Pivot Paper we mean this:*

Builders, general contractors, owners and certain sub-trades are vital buying factors to you, too. They, like architects and engineers, must be sold in terms of their specialized interests. There are powerful vertical business papers whose sole purpose is to serve these men and no one else. We urge you to use them. We urge you to consider this:

**A** combination of Architectural Record and leading vertical magazines (read by those men you know you must sell) will give you more effective coverage of more architects, engineers, contractors, distributors, sub-contractors and end customers, at a lower unit cost, than you can obtain through any "horizontal" medium.

Here is why Architectural Record is your *Pivot Paper* to sell the quality building market controlled by the architect-engineer:

- ✓ Largest architect and engineer circulation.
- ✓ Highest subscription renewal percentage.
- ✓ Lowest cost per page per thousand architects and engineers.
- ✓ Full market information resources of F. W. Dodge Corporation.
- ✓ Demonstrated coverage of building planning and specifying activity—regionally, nationally and by types of buildings.
- ✓ Editorial content designed for maximum usefulness to active architects and engineers in terms of work actually on their boards, as revealed by Dodge Reports.
- ✓ Exclusive Western editorial and advertising section.
- ✓ Consistently voted the preferred magazine of architects and engineers who work with architects.
- ✓ Thirteen competitive awards for editorial excellence.
- ✓ LARGEST NUMBER OF ADVERTISERS.
- ✓ LARGEST VOLUME OF ADVERTISING.



**PIVOT PAPER**  
for your quality building  
market program

Every statement made here is demonstrable in terms of your specific interests. We're ready to give any interested media director, account executive or advertising manager the market and media facts he needs to support his 1950 recommendations. *Just call or write the nearest Record regional office.*

## ARCHITECTURAL RECORD

PUBLISHED BY F. W. DODGE CORPORATION

NEW YORK	CLEVELAND	CHICAGO	LOS ANGELES	SAN FRANCISCO	PORTLAND
119 West Fortieth Street Pennsylvania 6-1500	321 Hanna Building Cherry 7256	700 Merchandise Mart Whitehall 4-4400	672 South LaFayette Park Square Dunkirk 8-2286	1003 TWA Building Yukon 6-2522	907 Terminal Sales Building Atwater 4107

OCTOBER 15, 1949

**When You're Hiring a Top-Flight**

# Salesman

**FOR OFFICE EQUIPMENT,  
STATIONERY, AND SUPPLIES**

**Be Sure to Look at His Record**

- A MAGAZINE IS ONE OF YOUR SALESMEN IN PRINT. AND HERE IS NEWSWEEK'S 11½-YEAR RECORD IN THE OFFICE EQUIPMENT FIELD.

<i>Autopoint</i>		UNITED STATES INSTRUMENT CORP.		MOORE PUSH-PIN CO.
Ozalid	COMPTOMETER	<i>Royalchrome</i> DISTINCTIVE FURNITURE	SOUND/SCRIBER	WEBSTER'S MULTIKOPY
Addressograph Multigraph	RELIABLE TYPEWRITER & ADDING MACHINE CO.	Kodak	IBM	OPERADIO
	SHAW-WALKER	DICTAPHONE	THE CARTER'S INK COMPANY	DITTO
FRIDEN	<i>Thomas A Edison</i>	LISTO MARKING PENCIL	CHICAGO WATCHCLOCK	AUDOGRAPH <i>Electronic</i> SOUNDWRITER
Esterbrook	 HARTER	Remington Rand	<i>Nebraska</i> BOND MADE IN U.S.A.	MARCHANT CALCULATORS AUTOMATIC - SILENT - SPEED



# How

## Newsweek Acceptance Has Grown

Rank Among ALL Magazines by Pages of Office Equipment Advertising			
	1938	→ 1949 (First Six Months)	
Business Week	1	1	Business Week
Time	2	2	Time
Nat. Business	3	3	<b>NEWSWEEK</b>
Fortune	4	4	Dun's Review
Sat. Eve. Post	5	5	Fortune
Collier's	6	6	Sat. Eve. Post
Forbes	7	7	U. S. News
<b>NEWSWEEK</b>	8	8	Nat. Business

Source: PIB

# Why

## Newsweek Ranks So High with Office Equipment Advertisers

● Last year, you and your competitors spent over 10 million dollars for 2130 pages of advertising in 73 magazines. And just 3 magazines—Newsweek and two others—accounted for half the total pages run. Why does Newsweek rank so high in this important classification?

79% of Newsweek's readers are concentrated in business and industry.

43% are major executives—men with a direct voice in the selection, purchase, and use of office equipment, stationery, and writing supplies.

In fact, Newsweek delivers more leaders in business and industry **PER ADVERTISING DOLLAR . . . AT THE LOWEST RATE PER THOUSAND . . .** than any other weekly, bi-weekly, or monthly magazine.

# What

## Office Equipment Advertisers Use Newsweek

KELLOGG LECT-O-PHONE	Underwood Corporation	Vari-Typer	UNITED STATES ENVELOPE CO	BOND EQUIPMENT CO.
ARMMASTER COMPANY	Sherman PAPER PRODUCTS	WOOD OFFICE FURNITURE INSTITUTE		
LARCO INCORPORATED	Parker	THE NATIONAL CASH REGISTER COMPANY,		
Master Addresser	STRATHMORE	Safeguard Corp.		
THE EGRY REGISTER COMPANY	MONROE MACHINE CO.	Clary		
DOMORE CHAIR COMPANY, INC.	Globe-Wernicke Service	Burroughs		

# Newsweek



● Keeping pace with Newsweek's advertising growth, Newsweek's 1949 circulation is the highest in its history.



## Georgia-Pacific Sales V.P.



Paul B. Shoemaker has been appointed president and director of sales of Georgia-Pacific Plywood & Lumber Co. Mr. Shoemaker says, "Today's selling requires up-to-the-minute facts on business trends as they affect not only our plywood and lumber markets, but industry and construction in general. The Wall Street Journal brings me these facts accurately and completely." The Wall Street Journal's interpretation of consumer market trends and of business and industry news aids executives in formulating decisions. The Wall Street Journal, too, is a salesman for business and industry. The 233,123 daily Journal readers from coast to coast are a tremendous and influential market for your goods or services. Advertise regularly in the Only National Business Daily.

**YOU'LL FIND  
CHEMICALS FOR  
EVERYTHING FROM  
FERTILIZERS TO  
PHARMACEUTICALS  
IN  
OPD**

- The whole week's round-up of Chemical News
  - 5000-6000 Quotations
  - 2957 Pages of Chemicals Advertising last year
- NEWS FORMS CLOSE 4 P.M. FRIDAY  
PAPER DELIVERED 9 A.M. MONDAY  
May we send you a sample copy of  
O.P.D.?



**Oil, Paint and  
Drug Reporter**

For Chemicals Buyers  
The Market Authority since 1871

**Schnell Publishing Co., Inc.**  
59 John Street, New York 7

- Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long.
- 0544 • Los Angeles 14—The Robt. W. Walker Co., 684 S. Lafayette Park Pl., Drexel 4338 • San Francisco 4—The Robt. W. Walker Co., 68 Post Street, Sutter 1-3568.



BY T. HARRY THOMPSON

You're an old-timer if you can remember when neighborhood barber-shops charged less than metropolitan shops.

No, Tessie; you don't have to be a sew-and-sew to sell Singer sewing-machines.

MORGUE: Dead storage.

The little town of Libertad was sunk without trace in the tragic Ecuadorian earthquake. Let's hope it isn't symbolic of what may happen to *libertad* in the western world.

"Who hasn't been in stitches over P. G. Wodehouse's books, with their never-never plots and out-of-this-world characters?"—*The Philadelphia Bulletin*. I haven't, for one.

The column said that the *Sateve-post* is one of the few publications that can spell *glamour*, and Henry Obermeyer hopes too many of our correspondents haven't suggested that the *Post* is one of the few publications that can spell. Period.

Curtis Research, quoting *Women's Wear Daily*, says that, of 90 million women, only 40 millions wear hats, and that there is a lack of interest in millinery among young people. I suppose most of them would rather "look peasant" in a scarf.

A former client of mine, Belber Trunk & Bag Co., Woodbury, N. J., voted to close the plant and give up when harried, hampered, and hamstrung by union demands. Some 275 former employees will now have the time to ponder on a pyrrhic victory.

Depleted inventories, it seems, caused some fraidy-cats to reorder, and the much-publicized recession is postponed again.

A well-known writer who uses the pen-name "Aesop Glim" tells copy-writers never to put a headline in the form of a question nor a command. If anybody pays any attention to that, we'll be deprived of some mighty fine stoppers.

One of the most engaging characters I have ever met (in print) is Quentin Quidnunc, the Inquiring Reporter of *The Armstrong Paint-Pot*. Quentin is a sure-enough Rhesus monkey on roller-skates, with pencil and pad in hand, ready to ask: "What's up, Doc?"

#### HEADLINE PARADE

Play-loads or pay-loads?—*Dodge Trucks*.

What happens after death?—*Knights of Columbus*.

Heading for a wedding?—*Oshkosh Luggage*.

Good mornings start with good nights.—*Ostermoor Mattresses*.

What every bride should know (about Simmons bedding).

Add similes: "As pontifical as a shoebill stork."

Headline for a Life Savers ad: "Breath of a salesman."

Someone should tell repair-men too, that the war's over. In my own microcosm, frinstance, the plumber refused to come back when I reported the faucets still dripping; the stone mason was stone-deaf when I told him the flags were loose again a week after he left; the radio man paid no heed when I asked him to have another look at my console before sending it to storage. Each of these punks was paid cash on the line, too.

Even funeral-directors use sales psychology. I remember the showroom of a big New York mortuary where the man points out a certain casket as "the pauper's model." Naturally, you can't bury Uncle Louie in a pauper's model, so you cough-up another hundred clams for "something a little better."

The column mourns the passing of George Moran, last of the team of Moran & Mack, known in the 'Twenties as "The Two Black Crows." I still have one of their discs which I play at least once a year as sort of ritual. I'll always remember Charlie Mack for his line: "I would work if I could find any pleasure in it."

# BBDO Newsletter

BATTEN, BARTON, DURSTINE & OSBORN, Inc.

Advertising

NEW YORK • BOSTON • BUFFALO • PITTSBURGH • CLEVELAND • DETROIT  
CHICAGO • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES



FIRST AWARD in the Max Schmidt Memorial Awards of 1949 was taken by this outdoor poster designed by BBDO San Francisco for Standard Oil Company of California. A 24-sheet poster designed for Pacific Gas & Electric Company received honorable mention. The competition, founded to encourage western poster artists, is sponsored by the Pacific Coast Group of the Advertising Association of the West.

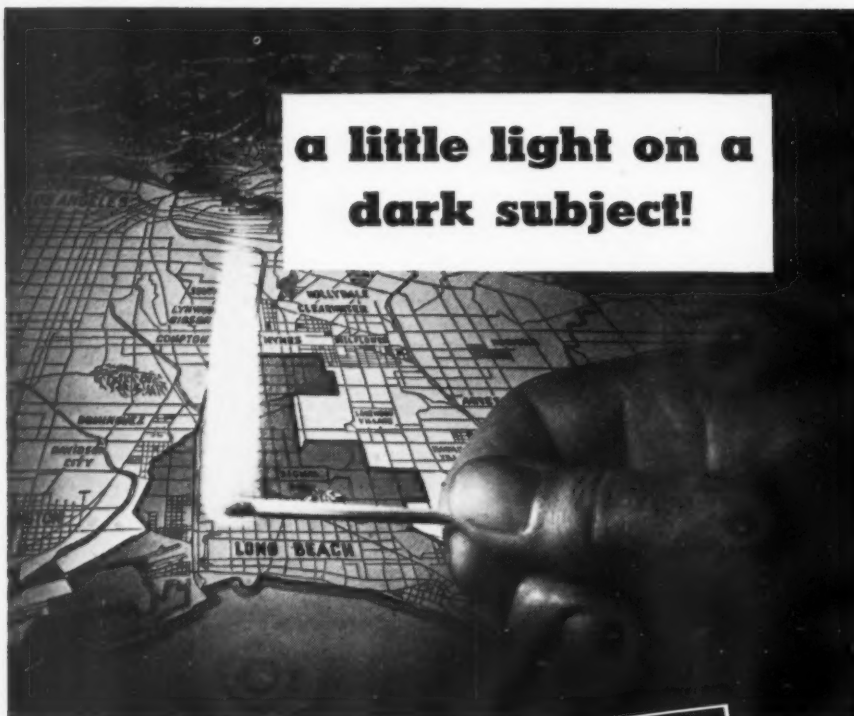
THE SQUEAKING door on "Inner Sanctum" (Mondays, CBS) is the most famous door in radio. Week after week since July 1946, it has been opening the door to profitable sales for Bromo-Seltzer. Also aiding in sponsor identification is the Bromo-Seltzer "Talking Train," which puts over the product name and principal selling theme—"Fight headache three ways"—in an unusual and memorable style.



TO START a new campaign right, a copywriter should get off his chair and see the people who will read the ads. The BBDO copy man who built this trade series for Du Pont talked with working lithographers over a period of weeks. He also spent several days supervising taking of pictures for illustrations. (The ads won a silver plaque for highest excellence in seventh Associated Business Papers competition.)

YOU DON'T have to hunt for these half-page ads for Carter's Trigs. They come right out and hit you! Prepared for The William Carter Company by BBDO Boston, they feature large, bold pictures, balloon headlines with telegraphic copy. This combination, plus the strong colors chosen for the bleed backgrounds, enables Trigs advertisements to "steal" with ease any magazine spread on which they appear.

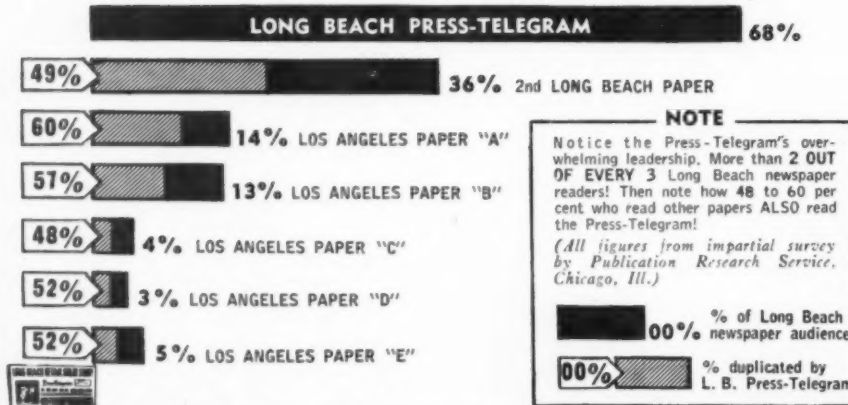




**a little light on a dark subject!**

**a report on the circulation  
of Los Angeles newspapers  
in Long Beach, California**

**f**or many years the circulation of Los Angeles newspapers in Long Beach (the county's second great metropolis) has remained a moot question. Such is no longer the case; now we know the facts. And because we feel that you, too, should know, we invite your careful analysis of the chart below!



**"Obviously-in Long Beach the Press-Telegram can do the job ALONE!"**

**LONG BEACH CALIFORNIA Press-Telegram**

Represented Nationally by CRESMER & WOODWARD, Inc.

What do flagpole-sitters think about? Ron Cochran, news-director of Boston's Station WCOP, thought listeners would like to know, so he arranged a telephone-conversation between a Mrs. Ellis and a Mr. Lupica, recorded it, and played it over WCOP.

After discussing the difficulties of sleeping out, the lack of bathroom-facilities, bathing in buckets, etc., these two pole-perchers agreed that the top objection in their profession is the annoyance caused by (1.) Zanies who stay out late drinking. (2.) Ditto who get up at the squeak of dawn and, in both cases, congregate at the base of the flagpole for noisy and unwelcome visits with the sitter. On other matters, I presume, the sitters were poles apart.

Every time I try to write with a ball-point pen, I feel like throwing it on the floor and jumping on it, like a bad-tempered kid.

Another definitive Black Crowism was: "I'd rather not hear any more about it."

Nrr—"You say the professor was able to photograph a ghost?"

Wrr—"Yeah; but he used a chimera instead of a camera."

Guess I'm no gourmet, but I'd just as lief try to eat ragweed salad as artichokes.

Speaking of food, I'll give my peanut-butter trade (and it is not inconsiderable) to the first manufacturer who pack it in squat, glass tubs instead of tall jars, so I can get the last, nourishing squinch of it without using a diving-bell or an oil-derrick.

In Shop Talk, our managing editor was talking about the value of the follow-through in selling, seeing that the customer knows how to operate, oil, and generally care for the appliance he has bought. The medicos have just the name for that kind of selling. I think: *Post-operative care!*

When Dave Jones, of *Product Engineering*, was account-exec on the Fairfield-Western Maryland Dairy account, he used to tell me how the client would give the FWM horses buckets of buttermilk when they were off their feed. I'm not exactly a horse, but I've been a buttermilk fan ever since. The stuff is non-fattening, too.

An advertising agency is known by the companies it keeps.





*Move right in  
with young  
Mr. + Mrs. ...*



**They're off on the buying  
adventure of  
a lifetime**



Reach them now — at that rare, right moment when they need everything.

Reach them in the one magazine that speaks *their* home-planning language.

In **LIVING FOR YOUNG HOMEMAKERS**, what you say about *what you sell* is exciting news to these new home-setter-uppers.

Over a quarter million strong, young Mr. & Mrs. are using **LIVING FOR YOUNG HOMEMAKERS** to plan their "must-have-now" list. Will *your* product be on it?

**12 ISSUES A YEAR**

STARTING FEBRUARY, 1950  
NEXT ISSUE (NOV.-DEC.) ON SALE NOVEMBER 1

*A Street & Smith Publication*

ADVERTISING OFFICES:  
New York, Los Angeles, Cleveland  
Chicago, Boston, Atlanta

# Recipe for success : "Catch 'em While They're Deciding"

**G**RANTING that home is where most goods are used—

Granting that home is where decisions to buy are made on everything from breakfast foods to electric dishwashers—

Granting, further, that home is where brand preferences are born and bred—

Then it's only natural that Better Homes & Gardens is "America's 1st Point of Sale."

For BH&G has a unique standing with readers in over 3,000,000 select homes. It has an appeal that they won't find in any other magazine with that much circulation—nothing but helpful information on ways to improve home living.

Now, this 100% Service appeal prompts

*Yes, actually 3,283,126  
—latest 6 months'  
A.B.C. average*

people to do things—and have things—that will make their good lot even better. It opens their pores to the buying impulse—and if you catch their eye while they're making up their minds, you have a distinct "edge" in completing a sale.

So far this year more than 1425 advertisers have already seen what "catch 'em while they're deciding" can do. America's First Service Magazine today is close to the top of any publication listing in terms of advertising revenue per issue.\*

If you want to sell a huge husband-wife market living in three-million-plus homes—with their above-average incomes, higher standards of living, brisker buying habits—see your Better Homes & Gardens representative.

\*Want to know just how close?  
We'll be proud to show you!

## America's **1<sup>ST</sup>** Point of Sale

**A SCREENED MARKET OF MORE THAN 3,000,000 BETTER HOMES**



*Better Homes*  
and Gardens  
America's **1<sup>ST</sup>** Service Magazine



# Coast to Coast ADVERTISING EXECUTIVES ARE HAVING A NEW LOOK AT SALES

"Sales executives always have been interested in the advertising per se, but now are becoming more and more concerned with what the advertising says, and particularly in its sales power."

(Pacific Coast Agency)

"Sales executives with whom I deal think of advertising as a necessary adjunct to their sales work; 'we need more orders, so let's see how we can reach more prospects.' Three division sales heads and several district managers with one client have asked for more advertising within the past three months."

(Midwest Account Executive)

"Sales executives are showing considerably more interest in the merchandising of their advertising in the territorial structure. It has been my policy to insist on sales allocations and quotas by sales districts, and to make the advertising fit that set-up."

(President, Philadelphia Agency)

"The sales executives are conferring with us more on their specific sales problems. More discussion of their particular competitive situations, territorial conditions."

(President, 4-A Chicago Agency)

"They are particularly conscious of the market variations and the relative importance of each."

(Large Food Account Agency)

QUOTATIONS COURTESY OF SALES MANAGEMENT

## MIDWEST *Farm Paper* UNIT

WALLACE'S FARMER & IOWA HOMESTEAD • NEBRASKA FARM

# Think Local...Think Retail

**MORE SALES NOW WHERE  
MORE SALES ARE MADE!**



**Sell the World's Richest Farm Market  
with MIDWEST UNIT PAPERS!**

Now that selling days are here again in earnest—the examination of your advertising schedules may pay. Check first to see if dollars are being spent where most dollars can be made. Then check to see if you're getting the benefits of highly localized advertising coverage—the kind that fits your product to the market and helps your dealers in a local way. Remember, each of the Midwest Farm Papers concentrates on its own local chunk of the world's richest farm market. It presents your product against a background of intensely localized farming information and news. Buy all five with a single insertion order, a single plate and unit count on rates!

**WEST OFFICES AT: 250 Park Ave., New York • 59 E. Madison St., Chicago • 542 New Building, Detroit • Russ Building, San Francisco • 645 S. Flower St., Los Angeles**

**Local Editing means  
TOP READERSHIP!**

**1. Editor Tom Leadley** born on Kansas farm. Graduated from Kansas State College in 1913 and immediately joined Nebraska Farmer. Member and former president American Agricultural Editors' Association. Owns Kansas farm.



**2. Editor Paul C. Johnson** was raised on Minnesota livestock farm. Spent ten years as country newspaper editor. Taught agricultural journalism. Served as University of Minnesota Farm School editor. Joined Prairie Farmer, 1947.



**3. Editor Berry H. Akers** was born on a Missouri farm. Spent early years in newspaper editorial work. Joined editorial staff of The Farmer in 1916. Specializes in legislative and governmental actions affecting agriculture.



**4. Editor Donald R. Murphy** has served on editorial staff since 1919. Started Wallace-Homestead Poll, leader in estimating farm opinion on current issues. Chairman of the Agricultural Committee of the National Planning Ass'n.



**5. Editor C. L. (Cy) Moffitt** was born on a dairy farm and has broad experience in farming. Did post-graduate work at University of Wisconsin. Coordinates copy, writes farm stories, represents paper in state affairs.



**PRairie Farmer • Wisconsin Agriculturist & Farmer • The Farmer**



# Here's a \$7 Billion Retail Market... and BSN's Dealer Readers Sell 85% of It!

Top "Main Street" Merchants  
(1948 sales of 30,000 lumber-building  
material dealers estimated  
at \$7 billions)

They Sell the 100,000  
Contractor-Builder Market  
(Average total sales per BSN Dealer  
in 1948—\$348,000)

They Sell Millions of Consumers  
(Home owners, farmers,  
industrial, others)

They Sell Everything to Build,  
Remodel, Repair and Equip Homes,  
Other Buildings  
(From nails, lumber and cement to  
major appliances)

Your First Approach to the \$18 Billion  
Light Construction Market  
(Because builders buy what these  
dealers sell)

## BSN RATES 1st AMONG THESE "BUILDING SUPERMARKETS"

Because BUILDING SUPPLY NEWS shows lumber and building material dealers how to sell more—how to make more money—it builds eager readership for your selling message among the top merchants. These are the key dealers who sold over \$150 million of paint in 1948—who sell 65% of all builders' hardware—and who, 8,000 of them, are major home appliance merchandisers. Leading dealers readily testify: "BSN tells us where we are going; not where we have been." Sell these dealers first—and keep 'em sold—in BUILDING SUPPLY NEWS.



**FREE**—Write for your  
copies of BSN editorial re-  
print, "You're in a \$7 Bil-  
lion Retail Business Now,"  
and new BSN  
Data Sheet show-  
ing 10-year sales  
record of lumber-  
material dealers  
vs. U.S. construc-  
tion and retail  
sales.

### BUILDING SUPPLY NEWS

5 SOUTH WABASH AVE. • CHICAGO 3, ILL.

# WASHINGTON BULLETIN BOARD

## FEDERAL COMMUNICATIONS COMMISSION

► At the hearings on opening the ultra high frequency channels members of the FCC hinted in questioning witnesses that they might freeze the present broadcasting setup indefinitely, refusing to issue new licenses. The purpose would be to make it more vital to the industry to rush its experiment with color.

Commissioners who feel that way figure it thus: If new broadcasting licenses were issued before use of color had been perfected, the market for black-and-white sets would be widened. The industry might have reason to delay its work on color until it had fully exploited the existing market. Meanwhile, by virtue of the freeze on new stations, which confines TV to just a few territories, the market for new sets will reach saturation. Knowledge that the freeze will continue would force more experiment and testing.

This attitude obviously is based on suspicion that the industry doesn't want color yet. It was enforced by testimony that color was a long way off. Spokesmen for RCA, which announced this summer that color is ready—except for details, were pressed hard on just how much more testing they needed to do and how much equipment was ready for such test work. Commissioners were not satisfied that their test receiver equipment is sufficient for the fast job RCA's first announcement seemed to promise.

However, things said at the hearing suggested that RCA's system, which will allow black-and-white reception on present sets of color broadcasts, is the one that will win. The competing idea, allowing for conversion of present sets into color receivers, seemed to be in disfavor both by Commissioners and by the industry. Set makers seemed to feel, on the basis of experience in selling converters of standard radio receivers to FM, that the plugging would be too hard. Experiment on this line would deaden the immediate market for video.

Congressmen watching the hearings take just the opposite slant from Commission members. To stimulate experiment, the freeze should be removed and other channels opened.

Congressmen are worried about the geography of broadcasting. Many feel that the present setup, confining video to particular territories, is inequitable and that too rapid removal of the freeze might create additional inequities. Constituencies to which only the unperfected u.h.f. is available would be jealous of those with v.h.f.

Nothing said at the hearings, on or off the record allows for a firm forecast on when the television map will be broadened. Set manufacturers say that a national sponsor won't be able to reach the whole country for at least five years.

Note that under RCA's system, a sponsor of a color program won't run up against the trouble of early FM sponsors — lack of an audience: he will reach all set owners in the neighborhood.

## TREASURY

► Treasury experts are studying the kind of recommendation to make with respect to reducing wartime excises. During the summer there was some evidence that the cuts would be proposed to the 1950 Congress: high officials were talking about a lower budget. Russian acquisition of atomic bombs removes this hope, so far as the next fiscal period is concerned.

The attitude of Treasury experts toward getting rid of excises is far from that of a sales manager. One consideration, which is considered important, is that local governments should be able to pick up the tax where the Federal government drops it. Since local governments have huge responsibilities for building new schools, hospitals, etc., about which they continually complain, this is understandable. Local governments are especially interested in taxes on admissions, gasoline, local phone calls and electric energy sales.

## FEDERAL TRADE COMMISSION

► Some time ago, the Supreme Court decided against the Standard Oil Co. of California in a case charging violation of the anti-trust laws based on exclusive contracts with dealers whose franchises did not permit the sale of competing products.

FTC is supposed to be opening up a series of similar cases. General Mo-





The point  
of purchase...



is less and less  
The point  
of sale!

**Time was when these two expressions were synonymous. But no longer.**

Today, self-service stores do two thirds of the grocery business and an increasing share of drug and toiletry business.

If you don't sell your prospect before she gets to the store—she's likely to pick the brand that did sell her.

**YOUNG & RUBICAM, INC.**

*Advertising*

*New York Chicago Detroit San Francisco  
Hollywood Montreal Toronto Mexico City London*

# Artkraft\*

## DEALER AND STORE FRONT SIGNS



Increase your sales 14.6%\*\*



Make your advertising 5 times as effective\*\*



They continue to work years after they have paid for themselves



Built to last—999/1000 perfect\*\*



Used by America's leading merchandisers



Produced for national advertisers



and chain stores buying in quantities.



## Artkraft\* SIGN COMPANY

Division of Artkraft\* Manufacturing Corp.  
1137 E. Kibby St., Lima, Ohio

Please send, without obligation, details on Artkraft\* signs.  
( ) We are interested in a quantity of outdoor dealer neon signs.  
( ) We are interested in a quantity of Porcel-M-Bos'd store front signs.  
( ) Please send instructions on how to set up a successful dealer sign program.

NAME .....  
FIRM .....  
STREET .....  
CITY & STATE .....

QUALITY PRODUCTS FOR OVER A QUARTER CENTURY  
\*Trademark Reg. U.S. Pat. Off. \*\*Proved by actual audited research

tors is supposed to be modifying its dealer agreements. To avoid payroll taxes and the impact of various labor laws, many companies years ago changed their distribution systems, using exclusive dealers.

Immediately, the Commission has charged Harley-Davidson Motor Co., largest motorcycle manufacturer in the country, with requiring that his dealers do not sell competing products. The dealers enjoy exclusive franchises in their territories.

► Last year, the Commission heard a complaint against thirty-three candy makers charged with giving more favorable terms to the slot machine companies — big buyers — than to store-keepers. The large-scale buyers bought unlabeled candy in lots that made delivery obviously cheaper.

The complaint was dismissed on interesting grounds. The lawyers had thrown the book at the defendants, rewriting the same charge under as many sections of the Robinson-Patman Act as they could. Lawyers do that in the hope that if one way of putting the count fails, another may work. But, ironically, it was this very trick that boomeranged.

The complaint was brought first under the section that prohibits discrimination unless justified by costs and, second, under the paragraphs that don't let you give special services to your outlets except on "proportionately equal" terms. The lawyers claimed that the discounts were compensation for services, e.g., accepting large cartons, so that the violation fell under this section too.

The Commission dismissed on the ground that the complaint stretched the notion of "service" too much; if accepted, acts that now can be defended on a cost basis would be violations. The lawyers were allowed to rewrite the complaint.

### AGRICULTURE

► "Consumption of Food in the United States—1909-48," a 196-page job, has just been published by the Department. Fine breakdowns giving per capita consumption of hundreds of food products show the long-term trends in diet. The volume is good for the market analyst in the business.

► "Fats and Oils Consumed by City Families" mainly supports what's taken for granted—that use of margarine, lard, butter varies by income class. It also shows wide differences in consumption of particular products in four sampled cities: Birmingham, Buffalo, Minneapolis-St. Paul and San Francisco.

"The home office sure had the  
"low-down" on this  
dealer situation!"



### ACB Services keep sales executives in touch with remote dealer situations

ACB Tie-in Reports will keep you informed on dealer activity in any or all of the 1,393 shopping centers in which daily newspapers are published. When you examine an ACB Dealer Tie-in Report you can tell at a glance how your dealers are promoting your line in comparison to that of your competitive dealers. Your position in remote towns shows up clearly.

ACB Newspaper Research Reports submit evi-

dence on such points as . . . is your advertising too light for the job, or, unnecessarily heavy . . . are your dealers cooperating . . . "pricings" . . . and a multitude of other facts from which accurate deductions can be made.

ACB Dealer Tie-in Reports enable the home office to direct a salesman to where he is most needed . . . sends the salesman into the dealer's store with undisputable local facts pertaining to your brand. They may be ordered sectionally or nationwide—periodically or continuously.

### SEND FOR FREE ACB CATALOG!

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

CHICAGO (5), 538 South Clark Street

NEW YORK (16), 79 Madison Ave. • SAN FRANCISCO (5), 16 First St.

MEMPHIS (3), 161 Jefferson St.



ACB

The

**ADVERTISING  
CHECKING BUREAU  
INC.**



# Dear Editor...

## JOB OFFER

Editor, SALES MANAGEMENT:

I was interested in your current editorial entitled: "Why Selling Is Unpopular."

We are in the market for a dozen salesmen—tavern, grocery, and wholesale territory managers.

Generally, we've had bad luck with the younger, inexperienced type of salesmen even at the retail grocery level. Without experience, they are too often unwilling to pay the price of acquiring successful experience: steady application to much hard work.

The man referred to in your editorial could be an exception. If he were interested in starting his sales career at the bottom of the ladder and working hard to take advantage of the many opportunities associated with a young, progressive and aggressive merchandising organization, we'd be glad to receive his application.

Before we offer him a job, he must "sell" our screening panel (two sales and one personnel executive), pass a sales aptitude test, physical examination, and credit and character investigation.

If we hire him, he will receive comprehensive training in selling, advertising and merchandising before being placed on two-three months' probation. Thereafter he will have every opportunity to grow. But he certainly isn't likely to become a district manager or make \$100 weekly in twelve months flat.

This man might turn out to be an interesting "case history" for both you and me. Will you please put him on our track.

GEORGE W. DAVIDSON  
General Sales Manager  
Piel Bros., Brooklyn, N. Y.

Editor, SALES MANAGEMENT:

"Significant Trends" of September 1, 1949, reports that there are still a few who would call entering upon a selling career a "bitter pill." We at A. & M. consider the selling profession a powerful bulwark against the "isms" confronting us from all sides, as well as an essential factor in maintaining and increasing our national prosperity. In short, we feel that intelligent selling offers youth not "bitter pills" but opportunity.

A brief summary of the work we are doing here at A. & M. might be of interest to you. We recognize that while books do a good job of presenting principles, they are not a substitute for the practical problems being faced daily by successful sales executives. So business and college have become partners in the enterprise of developing salesmen. (This in spite of the geographical distance of A. & M. from the large Texas cities.)

We joined hands with the Houston Sales Executives Club, with splendid support from Mr. Paul Morris, President, and Vice-President in charge of sales for the Star Engraving Company. In addition to helping us with the problem of presenting a realistic and practical course in

salesmanship, the Houston Club provides able speakers. Many of these executives are able to visit them at their offices and receive practical advice on sales careers.

I attempt to keep in very close touch with other sales executives clubs in the state. There is also a close tie-in between what we are doing and the work of the Student Placement Office. All in all we are trying to do an effective job in placing a selling career where it should be—on a professional level. We do not feel as yet that the program is as well organized as it might be, but we are flexible, and we are continually experimenting with ways to improve the work...

ERNEST R. BULOW  
Assistant Professor  
Agricultural and Mechanical College  
of Texas  
College Station, Tex.

Editor, SALES MANAGEMENT:

On pages 35 and 36 of your September 15 issue you have an article regarding young college men who are writing to you about sales work. At the present time we are interested in men for the following cities: Minneapolis, St. Paul, Des Moines, Kansas City, St. Louis, Chicago, Houston, Cleveland, Detroit, Columbus, Cincinnati, and Philadelphia.

We would appreciate it if you would forward to us the names of men you have in your files who are located in those cities mentioned, who have architectural backgrounds, if possible...

VICTOR C. PETERSEN  
Vice-President in Charge of Sales  
The Aluminum Window Corp.  
Garden City, N. Y.

(Comments by Mr. Davidson, Mr. Petersen and Prof. Bulow refer to Editor Salisbury's piece in Significant Trends in which he quoted a letter from a job-seeking salesman. The letter complained that so few companies seem willing even to grant interviews to men seeking sales



berths. At the same time, hundreds of companies say they need more sales manpower.

(SM hastens to say that this magazine has no employment service of any kind, does not maintain files of applicants, has no means for bringing companies and candidates together. (The Editors.)

## REPEAL EXCISE TAXES

Editor, SALES MANAGEMENT:

We have read with a great deal of interest the fine presentation of the need for repeal of wartime excise taxes.

As representatives of the stove manufacturing industry, we have been doing battle especially for the elimination of taxes on all types of cooking and water heating appliances. Of all the excise taxes we consider this one especially unjust because cooking and water heating appliances can only be classified as essential items; many families of low-income groups who have been deprived of an opportunity to purchase such needed appliances because of high prices could afford to acquire replacements if prices were lowered to the extent of the tax included. The continuation of the tax long past the attainment of its objective (to save material and productive capacity for war needs) is proving extremely costly as the stove manufacturing industry is definitely experiencing the low sales volume and unemployment referred to by Mr. Mezerik.

We should like to take advantage of your offer to supply reprints of the insert to our member companies. We shall appreciate your arranging to send us 350 copies, although we shall be very glad to pay the cost, despite your "no charge" offer. We sincerely hope that you will tell and re-tell the story of these unfair taxes until repeal is won, and if we can supply any information that will be helpful, we shall be glad for the opportunity. On our part, you can count on our continued active participation to bring about repeal.

SAMUEL DUNCHEL  
Managing Director  
The Institute of Cooking and Heating  
Appliance Manufacturers  
Washington, D. C.

Editor, SALES MANAGEMENT:

Your September 15 issue was chock full of most interesting material. I place first your wonderful tribute to that dean of salesmen, Saunders Norvell. I was deeply grieved to learn of his death, but he had lived a long and useful life.

It was my privilege to meet Saunders Norvell when he was down in Texas at the national conference, and after that corresponded with him quite frequently and have some of his letters as well as his autographed photograph, which I greatly treasure. His book "My Adventures in Selling" is one of our bibles.

I appreciated what you had to say about war taxes. The other evening I heard Henry Heinman of the Wholesale Credit Association speak on this subject. He said we would never get rid of these taxes until we elected economy-minded Congressmen. He said it was going to be up to us at the polls to make the change because the present Congressmen, both Democratic and Republican, believe they were elected on a spending ticket.

H. N. FISCH  
Sales Manager  
H. J. Justin & Sons, Inc.  
Ft. Worth, Texas

SALES MANAGEMENT

# Sales Are—NOW?

AS YOU CAN SEE, this is a mighty big country. And it is brimming with people. People who mean business for you—if you seek them out. People who are customers—your customers—when you locate them.

Has all this talk of softening markets frightened you into reducing your sales force? Of course, it hasn't. Your Board of Directors, your stockholders, your employees are counting on you to go on making sales—and making sales at a profit!

So you're adding salesmen, trying to find better ones, stimulating them to make more calls, sell more customers, keep your goods moving. That's only common sense.

*It is also only half the job!*

## **Analysed Your WHOLE Sales Force Recently?**

Your magazine advertisements, too, are salesmen—paid for out of your sales budget. They call on the best customers of your best retailers. They create sales for the wholesalers and retailers to whom you sell and inspire their cooperation.

Your magazine advertisements tell your sales message as you want it told, and best of all . . .

*They enable you to make so many more selling calls per sales dollar!*

## **Are They Calling on the Right People?**

The real question, today, about salesmen—men or magazines—is this: *Are they making enough calls in the right places?*

Your men make their calls where your goods are sold. Your magazines make their calls *where consumers live*. You don't expect a man to make calls beyond his territory. Can you, then, expect magazines to call on the consumers who live outside *their* territories?

## **Just WHERE Do Consumers Live?**

See those white spots on the map? They represent every single metropolitan county in the United States holding a city of 50,000 population or more, or the overflow of such a city.

*In the entire country, there are only 238 of them!*

Do all of the people in whom you are interested live there? Of course not!

*Nearly half the customers in America live outside these 238 metropolitan counties!*

And they are good customers—rich in buying power—with many unfilled wants.

Are your magazine sales messages calling on enough of them? Not unless you are using the rural magazines.

For urban magazines—the leading general, weekly, women's service and news magazines—concentrate their calls among consumers living in urban centers.

*Most of the consumers in most of America live in rural areas. That's why in most of America a rural magazine, FARM JOURNAL, makes more calls than any other national magazine.*

Continued



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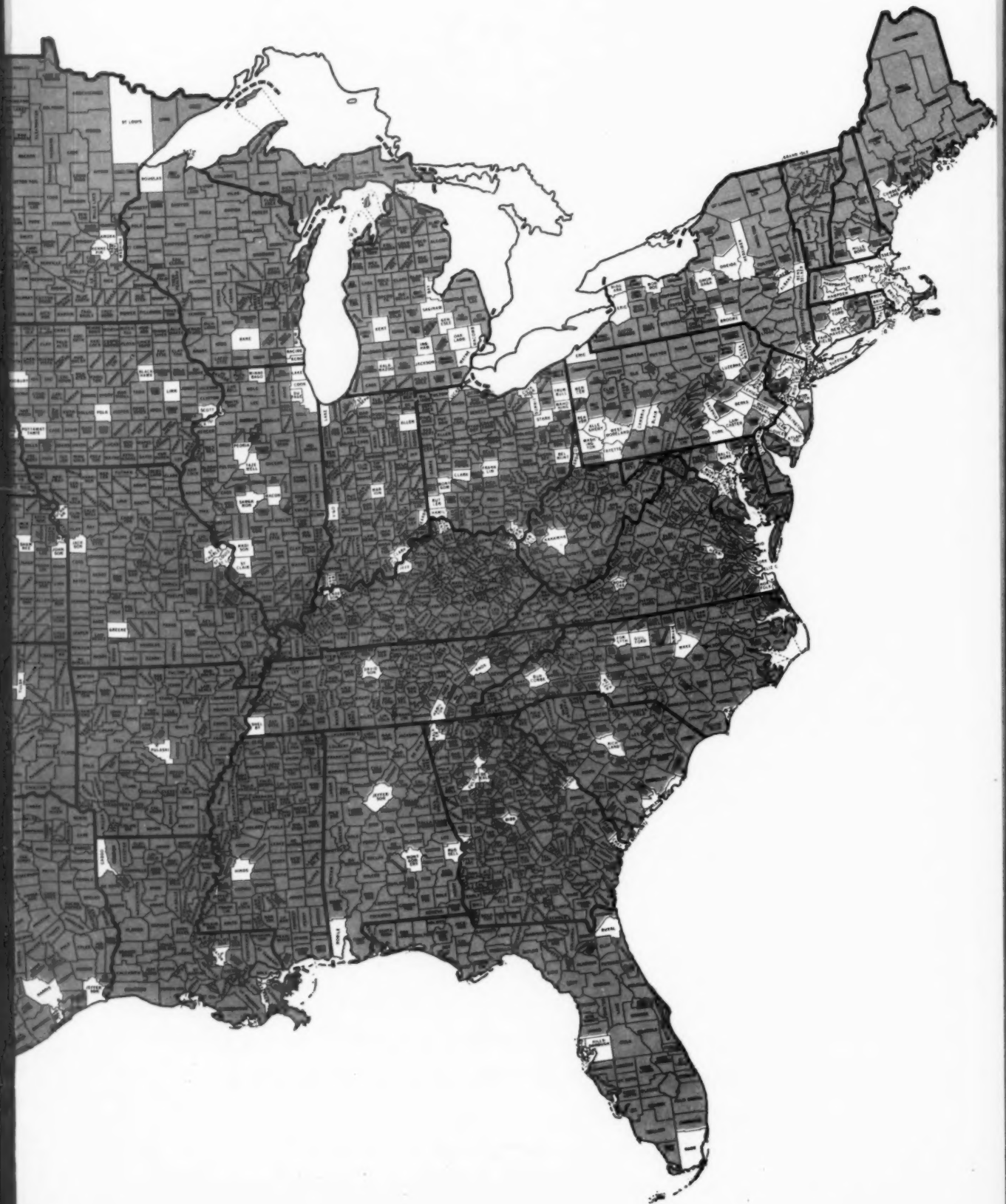
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# Are Your Salesmen M



# aking Enough Calls *Where*







## **Where Is Business Coming From ?**

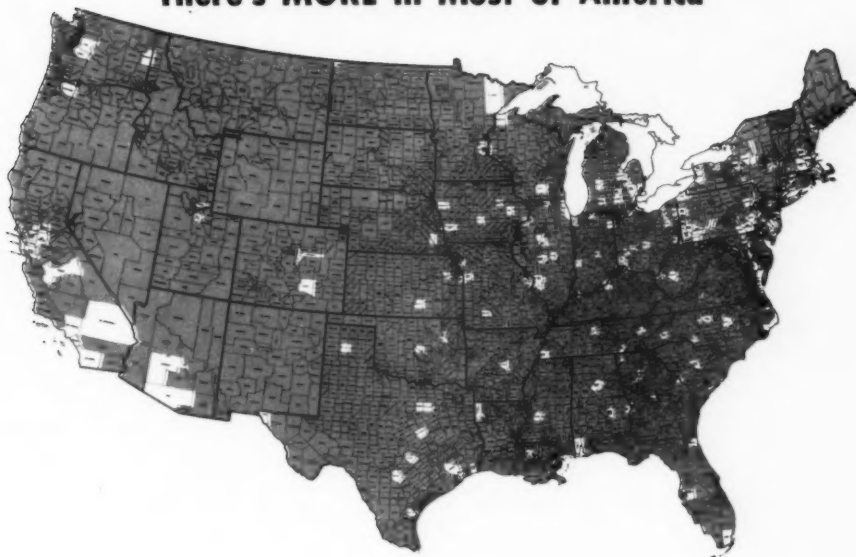
If your distribution set-up is normal—chances are that at least half of your better dealers are serving rural America, too. Are they making sales?

Here's the kind of thing we're hearing from rural America while big city papers are full of "sales" of price-slashed electrical appliances:

- The Carolina Power & Light Company's electric dealers sell to 72,000 people in Charleston—17,000 in the rural area. Rural dealers have sold more units of electrical merchandise this year than all of Charleston.
- One Frigidaire dealer in a town of 900 in the Memphis district sold 75 refrigerators, 56 ranges, 15 water heaters in one month.
- A city department store buyer in New York State received a carload shipment of refrigerators, ran a page cooperative ad with special offer. Result, one refrigerator sold in a week—business off 95%. His next door neighbor, a rural appliance dealer in a town seven miles away, gained 10% over a year ago during the same period.
- A Westinghouse dealer in a town of under 5,000 in Kentucky had a Farm Family night during a local cloudburst. Attendance—800. Sales up to midnight, \$3,500.
- An Ohio dealer paid \$3.60 for a classified ad calling attention to a General Electric advertisement in FARM JOURNAL—sold a range to a farm family who came in with ad in hand.
- Another dealer, in a town of 10,000, makes most of his television sales to farm families.

**IN THE 10 MINUTES IT TAKES  
YOU TO READ THIS FOLDER  
RURAL ELECTRIFICATION IS MAKING  
90 NEW CUSTOMERS FOR APPLIANCES  
BY SUNDOWN TODAY 4,600 MORE RURAL HOMES  
WILL HAVE BEEN CONNECTED TO ELECTRIC LINES**

## There's MORE in Most of America



Progress of rural electrification is just one of the forces contributing to rural buying power. Confidence in the stability of the market is seen in all fields and localities.

More than half of all the high-volume grocery stores are today located in Main Street towns. We can show you supermarkets in towns of fewer than a thousand people, from New York State to Minnesota, doing from \$400,000 to \$800,000 in annual branded sales . . . drug stores in Indiana and Kansas that have remodeled to attract store traffic and sales increases of hundreds of per cent . . . 70% of the automotive dealers are located in rural America, to sell and service the vast bulk of American go-power.

And FARM JOURNAL is in rural America—over it like a tent!

If you subscribe to the sales managers' axiom that the fellow who makes the most sales calls in the right places is bound to make the most sales, then you will put on your sales force the salesman which makes the most calls on most of America, FARM JOURNAL.

In the most progressive farm homes in all 48 states, you'll find FARM JOURNAL—the largest selling magazine in rural America.

In the 34 big farm producer states, it outsells the only other farm national.

*In fact, in 8 great states, FARM JOURNAL reaches the largest consumer audience of any national magazine carrying advertising.*

● Write us a letter, outlining the territory of any one of *your* salesmen. You'll be interested in what FARM JOURNAL can do for him—and for you.

# Farm Journal

**Biggest Salesman In Most of America**

Philadelphia 5, Pa.

Graham Patterson,  
Publisher



# RANKINGS OF 1,205 CITIES

The 1,205 cities listed in SALES MANAGEMENT'S 1949 Survey of Buying Power have been sorted by the Econometric Institute and the International Business Machines Corporation into 8 population groups.

The detailed rankings are available at nominal charge. See paragraph below for details. This is that part of the national market covered by the 1,205 cities used by SM (selected on the basis of a minimum of \$4,000,000 in retail sales in 1939):

## CITY SUMMARY SHEET

Population Group	Number of Cities	Population 1/1/49 (in thousands)	Families 1/1/49 (in thousands)	Total Retail Sales 1948 (thousands of \$)	Net Effective Buying Income 1948 (thousands of \$)	Net Per Capita Income—1948
1,000,000 and over	5	17,773.8	5,247.3	1,992,550.1	3,160,769.8	\$1,778
500 — 999.9	13	9,548.8	2,849.9	1,239,151.4	1,640,240.8	1,718
250 — 499.9	26	9,319.0	2,892.3	1,285,452.6	1,589,233.4	1,705
100 — 249.9	69	9,975.8	2,945.2	1,269,770.8	1,568,754.4	1,573
50 — 99.9	142	10,069.8	2,951.2	1,262,085.6	1,587,080.7	1,576
25 — 49.9	275	9,589.1	2,811.4	1,159,784.8	1,436,919.1	1,498
10 — 24.9	564	9,250.4	2,731.4	1,162,527.4	1,251,783.7	1,353
3.5 — 9.9	111	888.8	271.3	164,227.9	125,833.8	1,416
Total	1,205	76,415.5	22,700.0	9,535,550.6	12,360,615.7	1,618

Each of the 1,205 cities is listed—and ranked—from New York, number 1, to North Kansas City, number 1,205, on 27 electrically-typed I.B.M. sheets, size 11 x 15".

The price of the complete set of ranking sheets is \$25.00. Orders will be filled and billed by the Econometric Institute, 21 East 63rd Street, New York 21, N. Y.

Orders may be sent directly to the Econometric Institute at the above address or to—

*Sales Management*

386 Fourth Avenue  
New York 16, N. Y.

# 5 Questions

**Mr. Equipment Sales Manager:** In selecting and approving publications for your 1950 advertising, let the answers to 5 questions guide you.

**Question 1.** Which Industries will continue to spend money?

ANSWER: The Chemical Process Industries will spend over 2 billion in 1950 — more than one-third of the total expenditures of all manufacturing industries for new plants and equipment.

**Question 2.** Which Industries have a standing record for continuing growth?

ANSWER: The record of the Chemical Process Industries is unequalled. Since 1946 its % of increase has been twice as great as industry as a whole.

**Question 3.** Which Industries are in good financial conditions?

ANSWER: In 1948 the Chemical Process Industries earned in distributable profits \$1,295,000,000. This is more than 50% of their 1948 capital investment of \$2,600,000,000. This definitely indicates a top financial condition which will again be repeated in 1950.

**Question 4.** Which Industries have records of few interruptions due to labor disputes?

ANSWER: While it is one of the major industries the Chemical Process Industries lost only 1.5% of man-days lost by all industry.

**Question 5.** Which is the progressing Industry?

ANSWER: The Chemical Process Industries are producing NEW commercially-available chemicals at the rate of one every working day in the year.

To sell economically in this market calls for effectively advertising to the worthwhile men in the Industry.

No other magazine has the proven influence throughout the Chemical Process Industries that Chemical Engineering has. 550 advertisers used 3571 pages in Chemical Engineering in 1948. That is more pages than any other monthly business publication in the Chemical Process Industry.

The editorial content of Chemical Engineering

is authoritative, informative, comprehensive and so selected as to command readership.

is of interest to the class of readers which, actually has the responsibility for purchases.

is edited so as to prepare the minds of the readers for the reception of the ideas represented by the advertisers.

That's one of the reasons why 95.1% of Chemical Engineering's 1948 advertisers have used the magazine for more than one year.

That's another reason why you should see that your 1950 advertising plans include . . .

## Chemical Engineering

A MCGRAW-HILL PUBLICATION • 330 WEST 42nd STREET, NEW YORK 18, N.Y.



Audit Bureau of Circulation  
Associated Business Papers



# SIGNIFICANT TRENDS

As seen by the editor of *SALES MANAGEMENT* for the fortnight ending October 15, 1949

## WHY PEOPLE DIDN'T BUY

Slow sales this spring and summer weren't caused primarily by rising unemployment. There was plenty of money around, but the threat of unemployment, coupled with high prices, made people cautious.

Treasury figures on "E" bond sales offer positive proof. Every month from July, 1948, through August of this year the total of sales exceeded redemptions, despite the fact that sales are reported on an issue-price basis, while redemptions are stated at current redemption values. In 1947 and early 1948, when there were no worry clouds, the picture was reversed. In the 18 months starting with January, 1947, redemptions exceeded sales in 12 of the months.

The trend during the past year was even more marked on "F" and "G" bonds, and the amount outstanding of the three series rose from \$16,736 millions at the start of 1947 to \$21,331 millions as of the end of this August, a gain of 28%. The money's there. It's up to you to dig it out.

## TWO BITS STILL FAIR HOTEL TIP

A Berkeley, California, man named David Galloway has perfected a fascinating survey gadget which may be leased from Kellogg and Associates, San Francisco. Called "The Phantom Interviewer," it asks questions and records answer.

The machine was used recently for a three-day period at the Sir Francis Drake to survey guests on their opinions

and desires regarding hotel accommodations. Questions are presented through a viewing window, one at a time, with the possible answers immediately below. A lever on the front moves an arrow to the desired response, and a button on top, when pressed by the person being interviewed, records the response on a tape, and moves up the next question.

Guests at the Sir Francis Drake answered as follows to the question, "What do you believe is a fair tip for the bellboy who takes the guest's luggage to the room?"

10 cents	3.1%
20	6.8
25	47.5
35	21.3
50	18.8
75	2.5

The device has limitations in that it doesn't permit free-opinion answers nor a scientific cross section, but for certain types of polling such as, for example, visitors to trade shows or conventions, it has many advantages. As a substitute for direct mail surveys, it offers challenging possibilities because it presents only one question at a time.

## SALES TRAINING AS RATED BY NEW SALESMEN

The University of Illinois has released an interesting survey made among graduates who took sales positions in 1947 and 1948.

**Interviewing:** Only one company (out of 55) did not have two or more interviews with the applicant before hiring, and of the companies having more than two interviews, all of the applicants were interviewed by more than one man. 62% of the companies had three or more men interviewing the applicants. One large company had eight interviews by six different men.

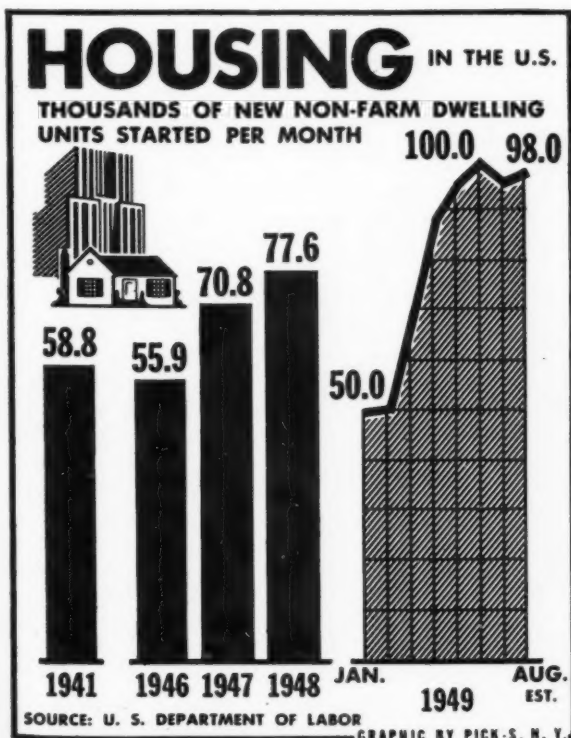
**Tests:** 52% used tests, 48% did not, 94% of the companies with tests used 2 or more, 40% used four or more.

**Sales Training:** 20% of the companies wasted (?) little time in training. They handed the new salesmen some samples, circulars, price lists, a pat on the shoulder and a reassuring, "You will knock them dead."

### Type of Sales Training Programs Used

Type of Program	% Reporting
Sink or swim method	20%
Text system, to establish principles	50%
Case system, aiming at problem solutions	44%
Field system, with senior salesmen	60%
Project system on experimental basis	20%
Correspondence system during field selling	44%

When asked to evaluate parts of the training program in the order they felt were of most value, 92% rated





product knowledge in first or second place, as against 38% on company policies, 9% analysis of trade problems, 18% personality development, 43% sales techniques and 2% standardized sales talk.

The results of the study have been mimeographed (12 pp.) by Joseph W. Thompson, marketing staff, Dept. of Business Organization and Operation, University of Illinois, Urbana, Illinois.

## WILL YOU HELP A BRITISH BROTHER?

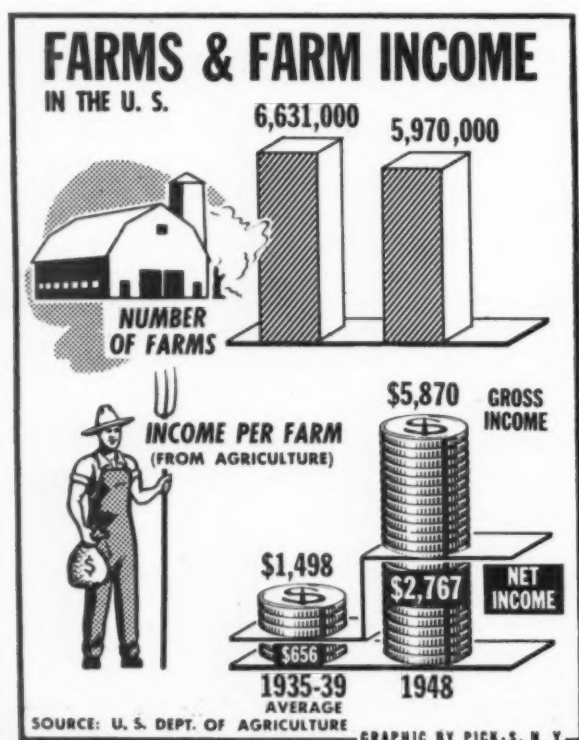
A letter just arrived from a British sales manager who says he would like to take out a subscription to SM but is unable to do so. He wonders whether "amongst your many subscribers there is one who would care to mail me his copies when he is through with them. I would be willing to mail an English publication in reciprocation."

How about it? I expect to receive several offers, and that's why it seems best for me to act as a clearing house instead of publishing his name and address. The first offer in will be the one I choose.

This request, interestingly enough, ties in with the suggestion made by Bob Whitney of N.S.E. following his English trip this spring. Those chaps over there need our help and will use it, but currency restrictions make it difficult, if not impossible, to buy their subscriptions to American periodicals.

## THE PENALTY OF BEING BIG

Representative Wright Patman told the retail druggists at their New York convention that Congress would make an effort to prevent mergers and consolidations that would tend to make monopolies a more potent force in the Nation's economy. He also predicted coming legislation to stiffen the penalties for violation of existing anti-trust and anti-price cut laws.



Simultaneously, five hundred small businessmen, polled among subscribers to *Nation's Business* by the Psychological Corporation, said that they worried far more about the competition of Government than they did about the competition of the giants in their industries.

Asked which have produced the most difficult problems for them, 20% named large companies, 20% labor unions, 58% government bureaus. On a basis of 5 to 1 they said that large companies do more good than harm. Nevertheless, 50% believe that big business makes it harder for small business to prosper, and 40% think that Government should limit the size to which a company may grow.

More than nine out of ten said they would rather compete with a private company, large or small, than with a government corporation. Complete findings of the survey start on page 31 of *Nation's Business* for October.

## ADVERTISING IS SELLING

What is advertising? Thirty or forty years ago some of the advertising agents sold a bill of goods—to the effect that advertising was something over here, while selling was way over there, poles apart. It took a rare type of God-given genius to write an ad, and the sales executive should never try to butt in!

During SM's 31 years it has preached the doctrine that advertising is a sales function, one of the many tools of selling which the sales head may employ.

Today there seems to be 95% agreement with that reasoning. The American Association of Advertising Agencies, through its Operations Committee, passed a resolution that:

"Advertising should be regarded as an essential part of the business of selling, and not as a separate, isolated or unique activity."

## POTPOURRI

Oldsmobile dealers have added 3,500 salesmen during the past six weeks. By the end of the year they will have doubled the number of salesmen who manned the division's 3,700 dealerships earlier this year . . . United Air Lines took delivery of its first Mainliner Stratocruiser for the Hawaii run. The plane could accommodate 114 passengers, but United's design provides de luxe accommodations for 55 . . . The flood of sales literature has swelled since pre-war. In the fiscal year ended June, 1940, the mailmen lugged over 5,500 million pieces of third class mail, 90% of which is sales literature. In the 12 months ended this past June they carried over 9,400 million pieces.

Direct mail experts attending the D.M.A.A. convention in Chicago were told how postal costs can be slashed by mailing letters from South America to this country. The answer is the saving in postage through the use of our dollars to buy depreciated currency. A magazine circulation director says he has found a South American country from which he can mail letters to U. S. prospects for \$7,800. The same mailing would cost \$75,000 here.

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT

# Big Doings in the Kitchen: The Story Behind Chiffon Cake

BY LARRY FITZMAURICE

A toothsome culinary inspiration by a man named Baker is boomed into a bonanza by General Mills. Impelled by an avalanche of publicity, the new cake almost ran away with its own promotional plan. Bake-happy housewives are turning 'em out by the millions in half a dozen different versions.

A mild-mannered 64-year old ex-insurance salesman who skittered into the General Mills building in Minneapolis in January, 1947, touched off one of the most amazing sales, advertising and merchandising campaigns the flour milling and food industries have ever seen.

In his mind the man carried a cake recipe which had been a minor Hollywood sensation for 20 years. He wanted to see James F. Bell, GM's board chairman, and to have Betty Crocker, General Mills home service authority, taste his cake.

A year later the recipe became front page news. It was for chiffon cake, the first new kind of cake since the familiar butter cake became practical 100 years ago through introduction of commercial baking powder.

## Angel-Food Type Cake

The man with the recipe is Harry Baker, of Los Angeles, who discovered the formula in 1927. His cake (General Mills christened it "Chiffon") is a kind of angel food with spectacular flavor and volume. He sold it from door-to-door in the best Hollywood neighborhoods. Efforts to pry the recipe from him failed.

Then, Mr. Baker said later, he heard Betty Crocker over the radio and found her baking hints helpful. He remembered reading about her in the April 1945, issue of *Fortune* magazine in a dentist's waiting room. He decided that Betty Crocker and no one else should have his cake recipe.

Mr. Baker wrote to James F. Bell about his recipe. The letter went to Samuel C. Gale, vice-president, then to various other officers and eventually to the San Francisco General Mills office. It made the rounds just like thousands of other unsolicited recipes from self-styled baking champions. Then the Government emer-

gency flour order prevented production of cake flour and Mr. Baker said the recipe could wait until cake flour was again available.

Soon after the ban on cake flour was lifted Mr. Baker went to General Mills, wearing a borrowed overcoat. He told Marjorie Husted, consultant in women's activities for the company, and Ralph Gaylord, in charge of the commercial test bakery, that he had a "mystery" cake. He told about his use of an unnamed ingredient, and proceed to whip out a couple of cakes in the test kitchens. Mrs. Husted and Mr. Gaylord were impressed and Mr. Baker was given a moderate fee to reveal his secret to them, under agreement they would not divulge the secret if General Mills decided not to purchase it. Eventually, however, General Mills purchased the idea.

Tests in the General Mills kitchens revealed that the recipe was too tricky for general use. For one thing, it required eggs to be beaten much stiffer than housewives were accustomed to

do. There were other troubles which had to be ironed out—during which the recipe was closely guarded.

Irene Anderson, a member of the Betty Crocker staff, baked more than 400 cakes in nearly a year before the company was convinced that the recipe was ready for general testing.

Then selected Minneapolis housewives were given General Mills cake flour and the mysterious "Ingredient X" in unlabeled bottles and, with careful directions, they were told to mix a few cakes. They found a few things wrong but the majority of the women sent in "rave reports."

## Additional Tests Made

Additional corrections were made in the recipe and other experiments were tried in Cincinnati and Philadelphia where housewives waxed enthusiastic over the new product.

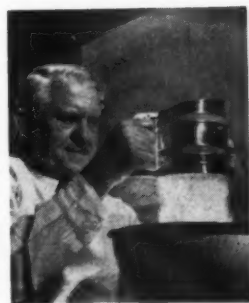
The product was then considered ready for general marketing. The General Mills promotion staff and its advertising agency kicked off with the mystery angle: "Watch for the mysterious 'Ingredient X.' A new cake is coming." Betty Crocker's Magazine of the Air over the ABC network was devoted for numbers of weeks almost entirely to "the first really new cake in 100 years." There were daytime programs over the NBC network, and advertising copy to be prepared.

The teaser build-up continued as mail began to come in. Housewives wanted to know what was cooking. Some guessed at what the mysterious ingredient was — some guessed right.

During the build-up, the secret was kept even in the General Mills organization, with only a handful of people knowing the entire secret. It was still pretty much of a secret after the advertising had been prepared.

The sales organization could be told only that the big deal would involve General Mills' Softasilk cake flour, and that merchants should be urged to stock a big supply. Merchants ordered on the strength of the salesmen's word and the curiosity which had been aroused in the advertising campaign.

The big day came—when the secret was released. General Mills sales meetings were held all over the country.



COVER BOY: The cake baker is not a Hollywood type cast actor, but is none other than Harry Baker, inventor of Chiffon cake.



Coming . . . first new cake in 100 years!



Ingredient "X" . . . Wesson or Mazola oil



Bakers warned . . . don't beat too much

The "mystery" ingredient turned out to be familiar salad or cooking oil of the Wesson or Mazola type. The liquid shortening, when combined in just the right proportion with other ingredients and following a new method developed for it, resulted in a cake unique in its richness and delicacy.

Timed with the opening announcement were thousands of radio announcements, newspaper stories, and page advertisements in most of the leading magazines.

*Look* magazine blossomed out with a double-page spread, complete with recipe and the trade name of the flour. The article later was used by *Look* for institutional advertising, with figures to show how many men had tried baking the cake.

#### First Releases

General Mills' first offer of the recipe was to *The Readers' Digest*, but there was a conflict between magazine deadline and the scheduled opening announcement. Fleur Cowles, associate editor of *Look*, spotted the recipe offer as hot news and she asked General Mills to tell no one else.

Color pages of General Mills advertising in March issues of *Ladies' Home Journal*, *McCall's*, and *Better Homes and Gardens* told the story to millions of readers.

There was a third of a page in the Metropolitan Group of Sunday Picture Magazines.

Passing up no bets, the company placed similar advertisements in the *Dallas Times Herald* and the *Kansas City Star* because they were not included in the coverage of the comics.

Betty Crocker was practically wearing out her well-known radio voice telling about the "new taste, new in texture, new in the way it's

made." The new ingredient was promoted over the NBC network as well.

While all this was going on, General Mills salesmen were grabbing their recipe copies and going home to try to mix the cake for themselves. They already had placed their display pieces in stores and other cake outlets, together with an empty pocket where recipes were to be placed when released. They scurried around to get the recipes in place.

One of the first recipes was spotted in Washington, D. C., by a Wesson Oil salesman who telegraphed it to his company.

The Wesson Oil and Snowdrift people had just finished trying the recipe when General Mills contacted Wesson executives. General Mills executives explained they had considered cutting the Wesson people in on the secret to insure a plentiful supply of "Ingredient X," but decided they had to confine the secret to just as few people as possible.

Wesson executives said they thought the recipe, particularly the part about their oil, was wonderful. They said they had tasted the experimental cakes after receiving the telegraphed recipe, and they thought they were wonderful, too.

Wesson then went full scale into advertising production, hitching their promotion to the new product. They featured it in women's service magazines and Sunday supplements. They called attention to the Betty Crocker recipe, at no cost to General Mills.

Newspaper publicity which poured in was music to the ears of the General Mills sales promotion staff. *The Cincinnati Post* had its chef whip up an orange chiffon cake, and gave it a page-one spread. Other newspapers throughout the country carried detailed articles and recipes in their



A cake with fabulous volume . . . and Baker's

women's sections or on feature pages.

*The Minneapolis Tribune* (Sunday) cut loose its food editor, Mary Hart, for a copyrighted, eight-column picture and story feature which covered the front page of the women's news and theater section. Three additional columns were also run inside the section.

The General Mills advertising and promotion staffs, trying to keep abreast of the publicity which exceeded their fondest dreams, poured on more ammunition in the form of half-page advertisements in April issues of *Ladies' Home Journal* and *McCall's*, and May issues of *Better Homes and Gardens* and *Ladies' Home Journal*.

The impact on sales, says General Mills, was something to behold. Vegetable oils, not considered a fast mover in any grocery store, could not be kept on the shelves.

Recipes stuffed into the Softasilk displays disappeared in a few hours and women quarreled over the last



available copies. In one day recipe requests ran up to 11,519. No less than 248,546 housewives put 15 cents each into envelopes to get chiffon cake booklets. A shortage of cake pans developed.

No special package had been designed for the cake flour because of the secrecy of the recipe. Special inserts, however, had been printed and they were stuffed into flour containers which then were rushed to grocers.

Grocers said women who had cake flour at home, but no Betty Crocker chiffon cake recipes, bought more flour to get the recipes inside the container. After the opening announcement, the packages were redesigned to get the recipe on the label.

with a tremendous increase in business.

After two months of attack on the cake flour field, General Mills executive, sales promotion and advertising staffs found time to catch a breath and prepare for the real storm to follow. The company was getting ready to combine a variation of the recipe with its Gold Medal "Kitchen-Tested Enriched Flour," and promotion of the company's main stock in trade calls for its biggest guns.

While Softasilk is a specialty, Gold Medal Flour is the oldest product of the General Mills line and the backbone of its business since flour was made by grinding wheat between stones.

The Gold Medal new recipe kickoff came with full color pages, and some back covers, in *Ladies' Home Journal*, *Better Homes and Gardens*, *Country Gentleman*, *Successful Farming*, and *Farm Journal*.

The May issues included spreads in *McCall's*, *Country Gentleman*, *Good Housekeeping*, and *Successful Farming*. They hit *Ladies' Home Journal*, *Better Homes and Gardens*, and *Woman's Home Companion* again in the June issues.

### Radio Support Heavy

All of this was combined with heavy radio support and other means of reaching the consumer.

The Wesson advertising was blossoming out in quantity and many of the issues were promoting chiffon cake on one page, over the General Mills name, and also on a nearby page purchased by Wesson.

The advertising and sales promotion staffs said then they were confident that if any housewife in the country was still not acquainted with chiffon cake, she would have to be found in some such place as North Dakota's Turtle Mountains, and they were not certain it could be done even there.

A weary but statistically-minded girl who had been putting a yardstick on the clippings figured out that all the column inches of paid and free advertising would reach to the top of Minneapolis' Foshay Tower and half way to the ground again.

General Mills figures showed there had been a sustained increase in its cake flour consumer purchases, after the initial 38% increase.



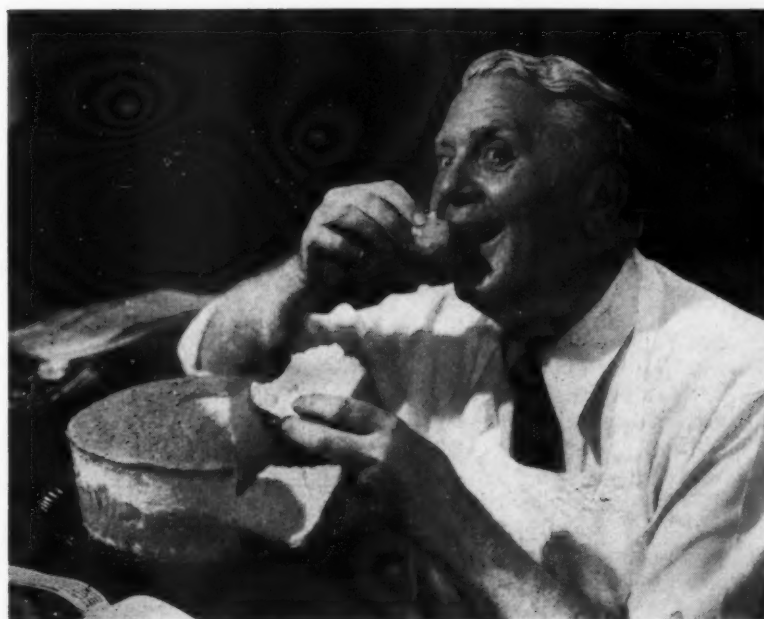
Baker's pride . . . miller's profit



A sales gamble . . . will it pay?

After two months of promotion, General Mills thought it time to take an accurate count of accomplishments. In a national survey, including 4,854 personal interviews, they found that 43% of the housewives were aware of chiffon cake. Twenty-five per cent had baked chiffon cakes. Another 5% had bought chiffon cakes at bakeries. These figures were considered phenomenal by General Mills, in view of the short promotional period.

Immediately after the opening announcement, General Mills had concentrated on the bakery trade, giving bakers special professional recipes, special promotional material and new kinds of chiffon flavors. While only the Orange Chiffon flavor had been released to the public through national advertising, bakers were given praline chiffon, a combination maple-nut flavor featuring pecans and brown sugar; tropical chiffon, a spice variation; vanilla and golden chiffon, the latter a combination of vanilla and fresh lemon. The bakers were happy



The proof is in the eating!

## Betty Crocker's\* Chiffon Cake calls for Wesson Oil



CHIFFON—LIGHT, HIGH—  
LUSCIOUS AND MOIST!

... and delicious Wesson Oil  
ensures delicate flavor.

Try Betty Crocker's amazing new Chiffon Cake and you'll be hearing "Simply divine!" As fluffy as high as Angel Food... yet so rich-mixing as butter-type cakes. And amazingly moist, thanks to Wesson Oil—stays fresh for days, but gets open up in a hurry! Betty Crocker uses Wesson Oil in her recipe. Yes, and you should use Wesson Oil to assure the delicate flavor of this glamorous chiffon-light cake.

Try these wonderful, easy-to-make Chiffon Cakes. You'll find recipes in women's magazines or at your grocer's.

Many exciting ways to serve!

Chiffon Cake is delicious with or without frosting. A natural with ice cream!

Glamorous with whipped cream and berries—or with sugared sliced peaches.

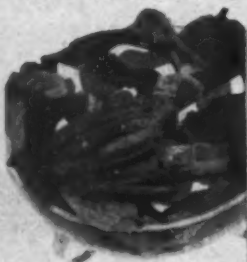
Dreamy-tasting topped with sauces... such as lemon, orange, cherry, chocolate!

\*of General Mills, Inc.

The same delicate flavor that makes Wesson Oil perfect for Chiffon Cakes, makes it ideal for waffles, muffins and brownies. Easier to measure... no melting of shortening... and no waste. And have you ever tried America's Favorite Salad Oil for frying? Doesn't smoke or burn at right frying temperatures... makes fried foods crispy, delicious—digestible.

## Wesson Oil

FOR SALADS & COOKING



### TONGUE JULIENNE SALAD

$\frac{1}{2}$  teaspoon each salt, sugar, dry mustard • Dash of pepper •  $\frac{1}{2}$  cup Wesson Oil • 2 tablespoons vinegar • 2 tablespoons pickle relish. Put these ingredients in deep bowl and use rotary beater to blend thoroughly. Makes  $\frac{1}{2}$  cup dressing. (M-m-m, the tang of relish! Delicious way to vary homemade Wesson Oil dressings. Wesson Oil is so mild, so delicate, you taste every flavor. Arrange salad of greens, wedges of hard-cooked egg and strips of cooked tongue (or ham or chicken). Toss with Wesson Oil dressing.



FROM THE CUSTOMER'S POINT OF VIEW: Betty Crocker's Chiffon Cake gets top billing in Wesson Oil's advertising. But Wesson realizes the customer would not be interested in buying its oil until she knows how to use salad oil in General Mills revolutionary new cake recipe. Wesson was as surprised as cake bakers to find salad oil used as an ingredient in the first new cake recipe within the last 100 years.

the 700-person sales force were closely geared to those of the advertising force.

3. Advertising drives the consumer toward the product. Merchandising brings the product toward the consumer.

The company is now satisfied a new cake has been well established.

Chiffon cakes are entered at most of the state and county fairs. But "chiffon" designates the type of cake and no longer is generally used with the capital "C" used when chiffon was part of the General Mills cake trade name.

The company is confident it has increased the total number of cake bakers and at the same time increased the number of cake eaters who buy it at the bakeries.

The cake flour still comes in the basic flavors of lemon and orange chiffon, also the flavors originally given to the professional bakers, plus chocolate, banana, strawberry and pineapple. The recipe has been broken down into different sizes: a full recipe for a 10-inch tube pan, a half recipe for an eight- or nine-inch square pan, other recipes for smaller tube pans and loaf pans.

General Mills continues to advertise chiffon cake but is gradually returning to other types of cakes and bakings and emphasizes old Gold Medal flour.

And about Mr. Baker, the baker who first used cooking oil to develop a "cross" between the butter type cakes and the angel or foam types? He was last heard from in California, enjoying his leisure and keeping people guessing as to what he got for his discovery. Many figures have been mentioned and some have been published. Most people in the trade think \$25,000 is a nice figure.

The campaign proves some old points and brings out some new ones. General Mills executives, with Walter R. Barry, vice-president in charge of merchandising, concurring, agree on the following:

1. That a campaign which stimulates all lines of a product puts the emphasis on expanding existing markets instead of taking business from competitors.

2. No promotional effort will be entirely successful without close and

constant co-ordination between advertising and merchandising staffs. In the chiffon cake campaign, efforts of

Coming Nov. 1

## A Study of Auto Purchases by Income Groups

—By Dr. Hans Zeisel, McCann-Erickson, Inc.

## Human Relations Check-List For The Conference Leader

### The Effective Leader:



1. Keeps his emotions under control.
2. Uses many kind words.
3. Gives reasonable explanations.
4. Encourages freedom of expression.
5. Says to himself daily, "How can I improve my fact?"
6. Suggests constructive steps.
7. Protects the weak and absent.
8. Prevents ridicule.
9. Is interested in what conferees say.
10. Thinks of conferees' comfort.
11. Uses persuasive voice.
12. Facial muscles are relaxed when not smiling or frowning.
13. Pays compliments freely and sincerely without flattering.
14. Overlooks insignificant mistakes.
15. Has ideals which he practices.

### The Ineffective Leader:



1. Has temper tantrums.
2. Resorts to sarcasm.
3. Barks commands.
4. Forces arbitrary decisions.
5. Never gives evidence of thinking of others' feelings.
6. Resists suggestions.
7. Likes to see others squirm.
8. Holds others up to scorn.
9. Acts bored, condescending.
10. Is oblivious to others' comfort.
11. Speaks gruffly.
12. Tense, nervous facial expression.
13. Is stingy with acknowledgments.
14. Seizes on errors and makes much of them.
15. Is a doubter and pessimist.

## 13 Commandments for The Successful Conference Leader

BY JAMES F. BENDER,\* Ph.D.

*Director, The National Institute for Human Relations*

Many a problem that refuses to yield to the mental effort of one individual can be resolved by a group provided the man who steers the meeting handles his job with skill and tact. How do you "manage" a conference skillfully?

Sales managers and other business executives attend 178% more conferences today than 10 years ago, according to a spot survey we recently made. The reason? The conference has proved its worth as a business tech-

nique. It bids fair to grow in reputation as more conference leaders are trained to do their job well.

Conferences are democracy in action. They underline the old saw, "Two heads are better than one." In pre-war days the big boss had some margin for error. He could risk his own judgment, pure and undefiled by others' opinions. In those days Uncle Sam was satisfied with a reasonable

share of the gross. (You could afford to take a chance.) Today the big boss has to dance on eggs and not break any. He and his stockholders therefore agree that it is safer on the whole to put ideas through a sieve before investing time and money in them. Result: Before a decision gets to first base it is bandied around the conference board for everybody to swat or polish.

The successful conference is a congress of peers who share facts and ideas for a common good. It ranges from a formal convention program to a shirt-sleeve affair in the office. Since the leader plans and conducts the conference, he must take responsibility for its success or failure. Study him when he succeeds at the conference table

\*This article is a digest of one of the chapters in Dr. Bender's forthcoming book, to be published by Whittlesey House, McGraw-Hill, in 1950 and tentatively titled "How to Be a Leader."



## 60-Second Questionnaire For Conference Leaders

1. Is there a good reason for calling this particular conference at this particular time?
2. Do I know enough about the topic to lead the conference successfully?
3. Am I satisfied with the wording of the topic of the conference? Is it simple and adequate?
4. Have I planned my opening statement so that it will not take more than five minutes? (Unless there is good reason to make it longer?)
5. Do I have an amusing incident or story to relate early in the conference to help put everybody at ease?
6. Have I included in my plans for my opening statement the purpose for discussing this problem with these conferees at this time?
7. Have I listed the objectives of the conference in simple words—in one-two-three manner—to mention in my introductory remarks?
8. Have I prepared a list of questions I may want to throw out to the conferees when and if the doldrums come?
9. Have I checked up on the physical arrangements of the meeting place?
10. Do I have a plan of reminding the conferees of the objectives of the conference from time to time? To get them back on the main highway?
11. Have I listed my prejudices (if any) about this topic or any of the conferees so that I can guard against being unfair?
12. Am I looking forward with pleasure and anticipation to presiding at this conference?

and ordinarily you'll observe him obey 13 commandments:

**1. Put your conferees at ease:** Whether you conduct conferences among friends or strangers, it's up to you to put everybody at ease. How you do this depends on your good judgment of the conferees as people, of the situation, of the problem and its background. It is better to lean toward formality than over-familiarity. While over-familiarity may not breed contempt, as Hazlitt, the essayist, pointed out, it lessens admiration.

You will of course be at the meeting place ahead of time to greet strangers and make introductions. Be sure you have the conferees' names and their pronunciations correct before using them publicly. You may want to put place cards, with names written large, at the seats so that everyone can address everyone else by name.

Anything you can do in the way of

selecting a quiet room, with an atmosphere of intimacy, will help: soft light, a round table, good ventilation, water, pencils and pads, comfortable chairs. These physical details when well selected and managed all help to put everybody at ease. Only then can conferees do their best thinking and speaking.

**2. Deliver a good opening speech:** As the leader you will perhaps do more talking than any one of the conferees. Begin with a bang. Your opening remarks should do two things: Create the right mind-set for the business at hand and state the problem of the conference clearly and simply. You will perhaps end your speech with a direct statement of the objective. Example: "We seven department heads have been given this question to answer today: What Definite Steps Can We Take Here at the Home Plant to Raise Morale?"

**3. Define Your Terms:** Do not take

things for granted. Although you may well assume that everybody at your conference ought to know the meaning of *morale*, define it just to make sure. (By the way, have you ever looked it up in the dictionary?) Sometimes your definitions need extension. Suppose the executive vice-president calls a conference to inform the department heads about a new system of cost control recommended to be installed by the board of directors. His job is to define not only the words "cost control," but the nature of this specific system: How it works. What responsibilities it involves for each department head, etc. He must explain before he turns the conference open to discussion.

**4. Keep conferees' ideas and suggestions in mind.** Have you ever attended a conference during which someone made a suggestion the leader ignored? Or perhaps he said, "Shall we hold that suggestion for the time being?"—and never returned to it. He probably meant to do so, but forgot. Result: resentment on the part of the one who made the suggestion, and the other conferees probably wondered whether the leader's memory was poor or if he had some ulterior motive in ignoring it. Jot down a reminder whenever you suggest deferment, then before you come to the end of the discussion bring it up at the best time.

**5. Encourage timid souls to do more talking:** You and I meet many shy conferees with excellent ideas. However, they prefer reticence to sharing ideas publicly. As a conference leader you have a responsibility to get the timid conferee to talk. You simply coax him along without being too obvious about it. One way is to ask him direct questions. The tone of your voice, the way you use his name when you address him, the encouraging expression on your face, the compliment you give him when he deserves it, all help—provided of course you do not overdo any of these things. If you exaggerate, you only increase his embarrassment. Another way is to reassure him privately, if you are friends. A third way is to announce in your opening remarks that you expect everyone to make at least one contribution; that you are conducting the conference on the *share-the-talk plan*.

**6. Squelch the eager-beavers without hurting their feelings:** Here the pressure works the other way around. Again there are three or four things you can do. Instead of throwing questions to the group, assign them. Or you may have to cut in. Of course, you can not cut the windjammer off in the middle of a sentence. But when he comes up for air be ready to pounce

with a remark such as, "Thank you for bringing that to our attention. May I break in here to say that . . . ? Would you agree, Mr. Some-other-conferee-than-the-windjammer?" You may be able to influence him also by talking with him privately. If possible, don't bruise his ego. Get him to help you encourage a timid conferee. Suggest to him that if he does less talking, Caspar Milquetoast will have a better chance. Emphasize that he is helping in this worthy cause. Occasionally you have to put up with an irrepressible, and the only way you can handle him is to conduct the conference according to formal parliamentary law.

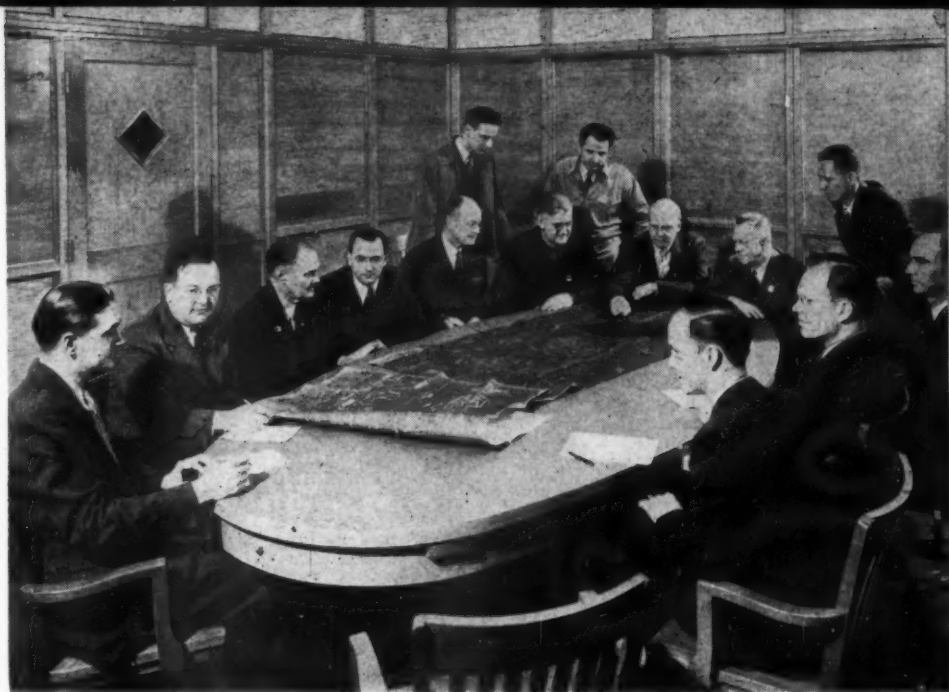
#### 7. Keep things running smoothly:

This depends basically on your personality and the preparation you bring to the conference. Remember: Successful conferences mean careful planning. If you can answer *yes* to each of the items in the questionnaire on page 42, you will be likely to keep things running smoothly in the conferences you conduct.

**8. Keep new terms defined:** Your responsibility does not end with defining your own terms. You may have to ask conferees to define all sorts of terms as they arise in the discussion. This goes for all technical terms and unusual words as well as many an adjective. Often you must interrupt to say, "What do you mean by a *ter-rific* amount of time is lost . . . ?" Conferees then soon learn to speak in a circumspect selection of words. They respect their leader for holding them responsible for what they say. You do two things at least by following this course: You keep everybody informed so that misunderstandings do not arise needlessly; you discourage over-statement, emotionality, and irresponsible speech.

**9. Discourage private discussions:** A word now and then passed between two conferees *sotto voce* is of course common and expected. The leader, however, must not permit a running discussion between two or more conferees while the conference goes on. All *side discussions* of more than a word or two are suspect, and the good leader prevents them. He can do this by turning the discussion to the offender. He may ask him a direct question: "How does that strike you, Mr. X?" Or he can give him some responsibility, such as keeping minutes or writing down the conclusions and suggestions on the blackboard. The main idea is to keep everybody's attention on the speaker who has the floor.

**10. Don't let cross-table discussions get out of hand:** You often come upon "purple patches" in a con-



**STAGE SETTING FOR A SUCCESSFUL CONFERENCE:** Well arranged physical details help to put everyone at ease. They include soft light, a round table, good ventilation, water, pencils and pads, and comfortable chairs. A round table contributes to a friendly atmosphere.

ference: a topic is uncovered that keenly interests two or three members. They take up the gauntlet with vigor and purpose. Unless the leader controls it, this cross-table colloquy may become like the tail that wagged the dog. The others soon feel unnecessary.

How to handle this situation? Let's assume the leader stands every time he speaks. As he brings up the subject which arouses the cross-table discussion, he then sits down. He wants it to continue, say, for three minutes. When time is up, he stands and breaks in, turning the discussion back into the main channel. Conferees soon catch on. They know his standing and sitting are signals and they respect them.

#### 11. Make use of mechanical aids:

Here we can put not only the blackboard, the easel, graphs, etc., but we must include recording machines also. As you know, recorders come in three main types: platter, wire, tape. They come in all sizes and prices. If you hold many conferences, you'll find recordings valuable for reference as well as for transcription work. When you write up your report of the conference, you may want to play the recording back. Mechanical aids help learning to be easy and efficient. Anything you can do to make the presentation of facts and ideas attractive adds interest to the conference. The good conference leader has a flair for the dramatic. He is also a good teacher.

**12. Be polite:** The leader who conducts many conferences, particularly with his subordinates, has to guard against actions and statements

which, taken separately, may not mean much, but accumulate hard feelings. He may become blind to how others react to his words and gestures. He may lose perspective simply because he's not beholden to his subordinates. They have to dance as he whistles. It is easy enough of course for all of us to be polite and deferential to our superiors. The good leader always remembers that the true gentleman is just as considerate of the feelings of those who work for him. He scores high on the *Human Relations Check-List* of the effective leader; low on that of the ineffective leader.

**13. Sum up:** The purpose of 99 out of every 100 conferences is to get action, to change things, to take steps. You can compare the good conference leader to the good salesman. They share many admirable qualities. The good salesman ends his sales talk by asking for an order. He gets action. The conference leader gets action by summing up the work of the conference and suggests the next step to take. He sums up twice—once at the conference and again when he returns to the office and writes (or dictates) his conference report. Summing up, he uses whatever notes, whatever jottings on the blackboard will serve his purpose.

Of course these commandments and others like them are not worth very much to the conference leader unless he is a man of parts. By that I mean, he must have the respect and admiration of the conferees and he ought to be a good speaker. But that's another story.



# They're in t

**YOU MAY NEVER KNOW IT . . .** but your star salesman of the future might have gotten into sales because Paul E. Seaman counseled him. Seaman, the newly-elected vice-president and director of sales, collections and field operations of Encyclopaedia Britannica, Inc., is a man to whom salesmanship is a creed, a way of life. He believes so firmly in it as a first-rank profession that he devoted all his spare moments, several years ago, to directing the establishment of a program for advising and counselling more than 30,000 young vets who were setting out to make a career of selling. He was also instrumental in launching the Sales Training School of the College of the City of New York. A serious, intent man, he nevertheless has the sense of humor which characterizes all great salesmen. He went to Britannica in 1942 as divisional manager of the Philadelphia district, two years later took over the same job for New York City. This May he became general sales manager.



**"HIS FELLOW MEN DELIGHT . . . to honor . . ."** So begins the inscription on Ralph Hopkins' most prized possession. Its value in dollars isn't enough to buy a ticket to "South Pacific," but to Ralph, on whom this small silver medal—The Westinghouse Order of Merit—was recently bestowed, it is more precious than gold . . . yea, than much fine gold. For the Order of Merit makes him one of Westinghouse's "Men of the Year." The Award was established at Westinghouse in 1935, is given annually to honor employees who make an outstanding contribution to the electrical industry. Ralph Hopkins, supervisor of central station and transportation sales, got it for his leadership in the engineering profession of Southern California and his "resourcefulness and tireless energy in guiding the sales policy of the company in relation with the central station industry." He joined the company after he graduated from Stanford in '07, worked his way up from apprentice. In the pic (he's second from left) he's getting his just desserts from Westinghouse big-wigs.



# the News

BY HARRY WOODWARD, JR.

**"I BELIEVE IN LETTERS"** . . . vows Harry A. Porter. Which is nice, considering that he's the new president of the Direct Mail Advertising Association. Matter of fact, Mr. P., who belies his professorial look by his noisy ties, thinks that letters are the *most* important facet of direct mail enterprises. This year, while he's president, he intends to help direct mail users become letter-perfect. After high school the affable Mr. Porter had intended to go to college. And to get the moolah necessary he took a temporary job with Harris Automatic Press Co., forerunner of the present Harris-Seybold Co. He got so interested in the place that he side-stepped higher learning, has stayed around for 33 years. Now he's vice-president in charge of sales. Says his hobbies are work and people—"sort of all-consuming hobbies." He got interested in direct mail back in 1916, when he took over the company's sales of graphic arts machinery, believes that direct mail can be a factor in keeping economy healthy.



**THE PENN'S NEW PREXY** . . . is modest, unassuming Malcolm Adam, who admits that everyone has the right to a few personal idiosyncrasies—His? . . . He doesn't smoke and he shuns tweeds, despite his love of the country. For years he's been a nationally recognized authority on life insurance operations and underwriting; now he's president of The Penn Mutual Life Insurance Company, after beginning, 38 years ago, in the applications and death claims department (which gave him a sober look at one side of the business). Nineteen years later he became vice-president in charge of underwriting, got the reputation for being an uncanny spotter of errors. For a number of years he served on the faculty of Temple as professor of insurance law, having been admitted to the Pennsylvania bar in 1920. He's an excellent informal speaker. Also an ardent sailor, used to sing tenor parts for the famous Philly Orpheus Club and dotes on a keen detective story. Left to right: John A. Stevenson, former president, W. W. Bodine, chairman of the board, Eric G. Johnson, v.-p., and Mr. Adam.



## What Folks Want for Christmas: Cues for '49 Holiday Sales Drives

Again this Christmas—if the average woman receives what she most wants—it will be an electric appliance. When asked, "What single gift, within reason, would you like to receive this Christmas?" some 13% of women mentioned an appliance. Last year 18% expressed this preference. Other favored gifts for women include various types of household goods, wearing apparel, TV sets and jewelry.

Men voted for TV sets as the most-wanted gift (10%), followed by sporting goods, wearing apparel, cameras and other photographic equipment, books and magazines.

The annual survey was made for SM by National Analysts, Inc., in connection with their monthly nation-

wide readership study. This study is conducted in and around more than 75 cities. To the study conducted during the month of September, National Analysts appended two questions. The first question is repeated in a paragraph above.

If the respondent mentioned a product and did not voluntarily mention a brand name, the second question was asked, "What brand do you prefer, if any?"

The survey was based on a limited sample of 688 magazine readers, but Arnold King, Managing Director, National Analysts, Inc., feels that the tabulated results provide an *indication* of what people are thinking of in reference to gifts which they would like to receive for Christmas. The word

### Christmas Gifts Most Desired

#### Women

	1948 %	1949 %
Household goods	40	34
Wearing apparel	22	13
Radio, TV, etc.	8	7
Jewelry	11	5
Personal accessories	5	5
Books, magazines	1	4
New homes	2	2
Automobiles	3	2
Leather, luggage	2	2
Sporting goods	0	1
Travel	1	1
Writing material	1	1

#### Men

	1948 %	1949 %
Radio, TV	11	13
Sporting goods	8	9
Wearing apparel	24	9
Cameras	3	6
Books, magazines	1	6
Tobacco, etc.	4	4
Writing equipment	3	4
Automobiles	13	4
Personal accessories	2	2
Household goods	6	2
Boats	2	2
Travel	1	1
Tools, machinery	2	1
Leather, luggage	3	1
Jewelry	9	1
Money	1	1
New homes	1	1

indication is italicized above because admittedly the sample is not sufficiently large to justify any sweeping conclusions about brand preferences, but the editors of SM believe that the *group* preferences (such as the popularity of TV sets with men and electric appliances with women) are sufficiently marked as to be significant.

Once again there is an interesting deviation between men and women in that women placed half of their preferences in two classifications, household goods and wearing apparel, while it takes seven classifications to account for 50% of the male gift desires.

In previous years women have been markedly more brand conscious than men, but this year there is little to choose between them. 37% of the



## 800,000 people own the Bell Telephone Business

One out of every 60 families in the United States shares in the ownership of the Bell System

There are 800,000 stockholders of the American Telephone and Telegraph Company. Their savings have helped provide the telephone system that serves you.

Most of them are small stockholders. 230,000 own five shares or less. The average holding is thirty shares. More than one-third have owned their shares for fifteen years or longer.

No one—no individual, company or institution—owns as much as one-third of one per cent of A. T. & T. stock.

The people who own the Bell System come from all walks of life throughout the cities, towns and countryside of America. One in every 60 families in the United States shares directly in this ownership.

Every time you use the telephone, the accumulated, small investments of these hundreds of thousands of people go to work for you.

They have built the best and most widespread system of communication in the world for you to use at low cost. It is from their savings, and the savings of many like them, that the money needed to improve and expand the service comes.

A fair and regular return on the money these stockholders have invested is an important factor in making possible the good telephone service you get today.

BELL TELEPHONE SYSTEM





male mentions and 39% of the female mentions called for branded items.

Women have given more thought than men to what they want. As against 17% "don't knows" with women, there were 28% among the men.

Brands mentioned most frequently by men and women combined were, in order, Sunbeam mixmasters and toasters, Elgin watches, Singer sewing machines, and tied for fourth place, RCA TV sets, Bendix washers and Ford cars.

Men were considerably more brand conscious than women for writing equipment, radios and TV sets, household goods and wearing apparel; women were more brand conscious than men on automobiles, books and magazines, and jewelry.

## What Women Want for Christmas (Total Interviews, 550)

### HOUSEHOLD GOODS .....189

#### Electric Appliances, 73.

##### Washing Machines, 21.

Bendix, 5; Kenmore, 3; Maytag, 3; Thor, 3; Apex, 2; Frigidaire, 1; General Electric, 1; Hot Point, 1; No preference, 2.

##### Electric Mixer, 10.

Sunbeam Mixmaster, 7; Hamilton Beach, 1; No preference, 2.

##### Toaster, 9.

Sunbeam, 5; General Electric, 1; No preference, 3.

##### Refrigerator, 9.

Frigidaire, 3; General Electric, 2; Norge, 2; Anderson Co., 1; No preference, 1.

##### Clothes Dryer, 3.

Hamilton, 2; Westinghouse, 1.

##### Deep Freeze, 3.

Philco, 1; No preference, 2.

##### Dishwasher, 4.

General Electric, 1; Hot Point, 1; No preference, 2.

##### Ironer, 4.

Iron-Rite, 2; Bendix, 1; No preference, 1.

##### Vacuum Cleaner, 3.

Electrolux, 2; Hoover, 1.

##### Irons, 3.

General Electric, 1; Silex, 1; No preference, 1.

##### Miscellaneous Electrical Appliances, 4

Coffee Maker (Sunbeam) 1, (Universal) 1; Hair Dryer (Westinghouse) 1; Juicer (Sunbeam), 1.

### Furniture, 33.

Living Room, 4; Tables 4; Sofa, Couches & Chairs, 4; Bedroom, 3; Cedar Chests, 2; Dining Room, 2; Pianos, 2; Kitchen Stool, 1; Magazine Rack, 1; Mattress, 1; Mirror, 1; Piano Bench, 1; Picture, 1; Picture Frame, 1; Secretary, 1; Furniture, type unspecified, 4.

### Rugs and Carpeting, 16.

### Silver, 14.

### Lamps, 10.

Table, 6; Floor, 3; Desk, 1.

### Sewing Machines, 8.

Singer, 6; White, 1; No preference, 1.

### China and Glassware, 6.

China, 5; Glassware, 1.



### Linens and Spreads, 6.

### Stoves and Ranges, 6.

#### Electric, 5.

General Electric, 2; Frigidaire, 1; Hot Point, 1; Westinghouse, 1.

#### Gas, 1.

Roper, 1.

### Curtains, Drapes and Slipcovers, 5.

### Kitchen Utensils, 5.

### Pressure Cookers, 5.

Mirrromatic, 1; Presto, 1; Revere, 1; No preference, 2.

### Miscellaneous Household Goods, 2.

Sewing Basket, 1; Ivy Bowl with Mirror, 1.

### WEARING APPAREL ..... 73

### Furs, 17.

Fur Coats, 13; Neckpieces, 3; Miscellaneous, 1.

### Coats and Suits, 13.

Coats, 8; Suits, 3; Jacket, 1; Raincoat, 1.

### Lingerie, 10.

### Lounging Robes and Slippers, 8.

### Hosiery, 7.

### Dresses, 6.

### Blouses, 3.

### Shoes, 3.

### Sweaters, 2.

### Gloves, 1.

### Clothes unspecified, 3.

### RADIOS, PHONOGRAPHS, TELEVISION AND MUSICAL INSTRUMENTS .... 39

#### Television, 14.

R.C.A., 3; Zenith, 2; Motorola, 1; Philco, 1; No preference, 7.

#### Radio (type unspecified), 7

Philharmonic, 2; Philco, 1; Stewart Warner, 1; No preference, 3.

#### Table Radio, 5.

Emerson, 1; Philco, 1; R.C.A., 1; No preference, 2.

#### Radio-Phonograph, 5.

General Electric, 1; Philco, 1; R.C.A., 1; No preference, 2.

#### Portable Radio, 3.

Garod, 1; Zenith, 1; No preference, 1.

#### Records, 3.

Columbia, 1; No preference, 2.

#### Music Box (Wurlitzer), 1.

#### Piano-Accordion (Francini), 1.

### PERSONAL ACCESSORIES ..... 29

#### Handbags, 13.

#### Perfume and Toilet Water, 11.

Coty, 2; Corday, 1; Cr pe de Chine, 1; Faberge (Woodhue), 1; Helena Rubinstein, 1; Matchabelli, 1; Millot, 1; No preference, 3; Compact, 2; Umbrellas, 2; Cosmetics (Coty), 1.

# Start diggin' now if you want "Ditch-Digging" Advertising in 1950!

To fit your plan for low-cost production of profitable business in this buyer's market, advertising must be soundly based on thorough study of all the factors that promote or deter the purchase of your product.

Powerful a sales tool as advertising can be, it's no miracle-worker. It won't do the job you want it to do under today's competitive conditions, unless you and your advertising crew work together toward the solution of four important steps:

1. Find out who and where your best prospects are today. (Today's conditions do not permit wasting sales time or advertising coverage on potentially unprofitable accounts.)
2. Find out for sure what your best sales approach is today .... how to sell by helping people buy your product. (A mighty tough chore unless you know in advance what they really think about your product and why they think it, today -- now that they have a free choice.)
3. Then (and only then) determine what to say to improve prospects' viewpoints; to reduce the prejudices and confusions that obstruct low-cost selling.
4. Decide what tools to use for telling the right story to the right people -- at the right time -- with the right frequency (magazines, newspapers, radio, direct mail, display, or whatever me-

chanical means of transmitting ideas and information may be indicated for the purpose of doing so much of the telling in selling that your salesmen are freer to use their costly time in closing sales).

The first sales executive in each field who works this out thoroughly and acts upon it will have a great competitive advantage.

This thoroughly realistic approach to advertising and selling comes out of the field, not off the cuff. It takes effort, time, and money. (We know; we own and operate a sales company -- Hopper Products, Inc.) It balances inspiration with sweat. It gets results at a lower cost per sale than advertising and selling based on unconfirmed "ideas" can possibly produce.

This agency is equipped to work hand in glove with any Sales Manager who's got a hard-selling job to do and wants to do it with dispatch and economy. We can get going fast--and with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.



THE SCHUYLER HOPPER CO.

12 East 41st Street, New York 17, N.Y. • LExington 2-1790

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

## CHRISTMAS PRESENT SURVEY

### Brand Consciousness of Men and Women

Commodities:	Specifying a Brand		
	Total %	Men %	Women %
Number of Cases			
Automobiles	88.2	80.0	91.7
Writing Equipment	80.0	100.0	50.0
Boats	66.7	66.7	—
Cameras and Photographic Equipment	63.6	62.5	66.7
Tobacco and Accessories	62.5	66.7	50.0
Radios, Phonographs, Television and Musical Instruments	59.6	66.7	56.4
Household Goods	57.8	66.7	57.7
Books and Magazines	56.3	12.5	70.8
Personal Accessories	53.1	33.3	55.2
Jewelry	50.0	—	53.3
Leather Goods and Luggage	45.5	50.0	44.4
Sporting Goods	40.0	41.7	37.5
Tools and Machinery	33.3	50.0	—
Wearing Apparel	20.0	58.3	13.7
New Homes and Remodeling	14.3	—	15.4
Miscellaneous*	23.5	20.0	25.0

\*Includes commodities mentioned fewer than 3 times.

#### JEWELRY ..... 30

##### Watches, 15.

##### Wrist, 11.

Elgin, 5; Hamilton, 2; Longine, 2; Gruen, 1; No preference, 1.

##### Watch (type unspecified), 4.

Elgin, 2; Gruen, 1; Longine, 1.

##### Rings, 4.

##### Bracelet or Earrings, 4.

##### Necklaces, 2.

##### Pearls, 2.

##### Jewelry (unspecified), 3.

#### BOOKS AND MAGAZINES ..... 24

#### AUTOMOBILES ..... 12

Ford, 4; Chevrolet, 2; Chrysler, 1; DeSoto, 1; Dodge, 1; Oldsmobile, 1; Plymouth, 1; No preference, 1.

#### NEW HOMES AND REMODELING.. 13

Repairs and remodeling, 10; New Homes, 3.

#### LEATHER GOODS AND LUGGAGE.. 9

#### SPORTING GOODS ..... 8

#### TRAVEL ..... 4

#### WRITING MATERIALS ..... 4

#### CAMERAS AND PHOTOGRAPHIC MATERIALS ..... 3

#### MONEY ..... 3

#### ANIMALS AND PETS ..... 2

#### TOBACCO ACCESSORIES ..... 2

#### TOOLS AND MACHINERY ..... 1

#### MISCELLANEOUS ..... 10

Articles by Vincent Sheean, 1; Ceramic paints (need no firing), 1; Children home for Christmas, 1; Doll for collection, 1; Flowers, 1; Good hearing aid, 1; New permanent, 1; Personal gifts, 1; Son a good position, 1; Subscription to Fruit-of-Month Club, 1.

#### DON'T KNOW ..... 93

#### REFUSED ..... 2

## What Men Want for Christmas (Total Interviews, 138)

#### RADIO, TELEVISION, PHONOGRAPHS AND MUSICAL INSTRUMENTS..... 18

##### Television, 13.

R.C.A.-R.C.A. Victor, 2; Dumont, 1; Magnavox, 1; Muntz, 1; Philco, 1; Scott, 1; Brand unspecified, 6.

##### Portable Radios, 2.

Zenith, 1; Motorola Super, 1.

##### Radio (type unspecified) General Electric, 1.

##### Victrola, 1.

##### Radio-Phonograph-Television Comb. Philco, 1.

#### SPORTING GOODS ..... 12

##### Golf Clubs, 3.

##### Hunting, 2.

Shot Gun (Ithaca), 1; Gun (type unspec.) Ithaca, 1.

##### Fishing, 2.

Rod and Reel, 1; Fishing Equipment (type unspec.), 1.

##### Basketball, 2.

##### Bowling Shoes, 1.

##### Baseball Bat, 1.

##### Skis, 1.

#### WEARING APPAREL ..... 12

##### Shirts, 4.

##### Coats and Suits, 3.

Suit, 2; Sport Coat, 1.

##### Lounging Robe, 1.

##### Hat, 1.

##### Tie, 1.

##### Wool Sweater, 2.

#### CAMERAS AND PHOTOGRAPHIC EQUIPMENT ..... 8

##### Cameras (type unspecified), 4

Eastman, 1; Realist, 1; Zeiss, 1; Brand unspecified, 1.



# *The Biggest Thing in* **TRUE** *Small Towns!*

You frequently see an outstanding story on TRUE Small Town folks... interesting angles on how they think and live... politics to picnics, business to bazaars, strawberry festivals to fashions.

Other stories bring you news of "remote" U. S. places and people... town councils that spank things into shape... town sons and daughters who achieve success in big-time.

Yes, these back-bone-of-the-nation towns and their people are good material... make highly readable "copy".

But what do they read? Life? Post? Journal? Time? True Story? Sure, but not many compared to Urban people.

Here's the record: The GRIT Progressive Study of Magazine Readership in TRUE Small Towns shows that 19 of the leading Urban and Farm Magazines average only 7% coverage.

**GRIT IS BIGGER** than any National Urban or Farm Magazine in these TRUE Small Towns, providing 20% coverage.

**GRIT** has 2,996,492 readers weekly... and should be included on every National List... to step up coverage in the TRUE Small Town Market, where big-circulation magazines fail to penetrate.



**SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY—  
WITH MORE THAN 600,000 CIRCULATION**

*There's a difference between a Suburban  
Small Town and a TRUE Small Town.*



## selecting the right test market

one of the most troublesome  
problems confronting adver-  
tising planners

## explained and illustrated

in a most useful, interesting  
booklet



Write for your

**complimentary copy**

of "MARKET TESTISTICS" to

Sawyer Ferguson Walker Company  
60 East 42nd Street, N. Y. 17

**ROANOKE**

TIMES AND WORLD NEWS  
ROANOKE • VIRGINIA

SAWYER • FERGUSON • WALKER CO.  
National Representatives

### CAMERAS AND PHOTOGRAPHIC EQUIPMENT (CONT.)

- Candid Camera, 1
- Movie Projector (Kodak), 1.
- Movie Camera and Projector, 1.
- Color Enlarger and Printer  
(Ansco), 1.

### BOOKS AND MAGAZINES ..... 8

### TOBACCO AND ACCESSORIES ... 6

- Pipes, 5; Lighter (Ronson), 1.

### WRITING EQUIPMENT ..... 6

- Fountain Pen, 4.
- Parker 51, 2; Shaeffer, 2.
- Pen and Pencil Set (Parker), 1.
- Typewriter (Royal), 1.

### AUTOMOBILES ..... 5

- Buick, 2; Ford, 1; Packard, 1; Brand un-  
specified, 1.

### PERSONAL ACCESSORIES ..... 3

- Electric Razors, 3.
- Sunbeam, 1; Brand unspecified, 2.

### HOUSEHOLD GOODS ..... 3

- Electric Appliances, 2.
- Sunbeam Mixmaster, 1; Westinghouse Roast-  
er, 1; Mantle clock, 1.

### BOATS ..... 3

- Outboard Motors, 2.
- Johnson, 1; Martin, 1.
- Sailboat with Motor, 1.

### TRAVEL ..... 2

### TOOLS AND MACHINERY ..... 2

- Tools for Woodwork Shop (Delta), 1; Power  
Drills, 1.

### LEATHER GOODS AND LUGGAGE.. 2

- Wallets, 2.
- Prince Gardner, 1; Brand unspecified, 1.

### JEWELRY ..... 2

- Watch, 1; Watch chain, 1.

### MONEY ..... 1

### NEW HOMES AND REMODELING.. 1

- New Home (Ap't), 1.

### MISCELLANEOUS ..... 5

- Health, 3.
- For Self, 2; For Wife, 1.
- Office Equipment, 2.
- Dental Chair (Ritter), 1; Type unspecified,  
1.

### DON'T KNOW ..... 31



IN PITTSBURGH

you can buy the

**BIG CIRCULATION**



*and still*  
**Route Your Advertising**

**as you Route your Salesmen**



Forty-Nine will probably go down in history as the first big Post war competitive year—the kind of a year when extra effort and extra service will pay off. Cash in on the “extras” in Pittsburgh’s Post-Gazette, the newspaper with the BIG Circulation that also routes your advertising as you route your salesmen to help sell the million central city people—and then travels beyond to sing the same selling song to the two million more who live in and around the 144 cities and towns of 1,000 to 75,000 population.

PITTSBURGH

**POST-GAZETTE**

**BY FAR THE LARGEST CIRCULATION OF  
ANY PITTSBURGH DAILY NEWSPAPER**

**Now 7 Days A Week!**

**REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.**

OCTOBER 15, 1949





***Still the best mousetrap...***

In  
adver  
21,

*In all advertising, there's only one medium where one advertiser reaches over half the population of the country... 21,000,000 families!...with one program in one month.\* He does it with Network Radio...on CBS.*

*The Columbia Broadcasting System*

\*And forty-nine other CBS advertisers reach their customers...everywhere in America week in, week out...at an average cost of approximately 85¢ per thousand people; the lowest cost of actual "advertiser circulation" in all advertising today.

*Part I of an article in two parts\**

The high turnover that characterizes direct sales forces made up of women is a source of shocking waste. Part of it is attributable to ignorance of the traits and aptitudes that most often go with success, and part to careless selection methods based on nothing more tangible than hope.



## What Type of Woman Is Most Likely To Succeed in Direct Selling?

**BY KATHERINE S. MILLER • Account Executive**  
**Robert N. McMurry & Co.**

Few occupations offer greater potential earnings for women than does direct (door-to-door) sales work. Successful saleswomen in cosmetics, books, silverware, lingerie and similar lines often earn \$100 a week regularly and in exceptional cases as much as \$150 to \$200 a week.

In spite of this very real opportunity for substantial earnings, the proportion of the women who engage in direct selling, who consistently earn even a minimum wage (\$25 a week) is distressingly small. In a typical large direct selling organization employing women, 22% of those formally hired either never started or never turned in a sale; 43% averaged \$15

or less a week in earnings for the period they remained in the work; 21% averaged between \$15 and \$45 a week, and only 14% averaged more than \$45 a week. This picture will vary somewhat from company to company and from product to product. Nevertheless, the proportions shown of those who succeeded or failed are representative.

### Excessive Turnover

The obvious corollary to this is excessive turnover. Few direct selling organizations employing women have less than 100% a year turnover; the majority have between 200 and 300%. In one extreme case, the 1948 turnover of one company amounted

to 700%. In this latter case, the women left the work more rapidly than they could be recruited and hired. Even in today's easier labor market, many direct selling organizations are finding it difficult to obtain and train replacements for the women they are losing fast enough to maintain their manpower.

On the assumption that it costs a minimum of \$100 to recruit, hire and train a saleswoman (Many companies place the figure at from \$200 to \$400), even a turnover of 100% a year can be costly dollar-wise. If the cost of hiring exceeds \$100 a woman and the turnover exceeds 100% a year, this loss easily can become ruinous. In addition to the direct, out-of-pocket costs, a high rate of turnover

\* Part II will appear in the November 1 issue of SALES MANAGEMENT.



Reminder...for a

**COFFEE**

packer:

**SPOT  
RADIO**

keeps sales perking . . .

from Roaster, to Grocer, to Housewife!

On big-volume, frequent-purchase products like coffee, you've got to have frequent, hard-hitting advertising to keep the sales pot boiling. Sounds like Spot Radio, and Spot Radio it is for many, many national and regional roasters!

They find that Spot Radio's *repetitive* selling keeps housewives buying day after day. They find that Spot Radio's *flexibility*, combined with radio's *impact*, gets needed results quickly in every market. Most important, they find the sales Spot Radio builds are *profitable* sales.

Spot Radio sells coffee. *It will sell your product, too.* The man to see about making Spot Radio sell its *hardest* and *best* is your John Blair Man. Ask him today!

**ASK  
YOUR  
JOHN  
BLAIR**

**MAN!**

**JOHN  
BLAIR  
& COMPANY**

REPRESENTING LEADING RADIO STATIONS

OFFICES IN CHICAGO • NEW YORK • DETROIT

ST. LOUIS • LOS ANGELES • SAN FRANCISCO

OCTOBER 15, 1949

# DAVENPORT NEWSPAPER TERRITORY



**HOME  
DELIVERED  
CIRCULATION  
In IOWA  
AND ILLINOIS**

**THE DAILY TIMES  
THE DEMOCRAT & LEADER  
DAVENPORT, IOWA**

Represented Nationally by  
Jann & Kelly, Inc.

has numerous other disadvantages. It is destructive to morale in the organization; it often induces increased sales resistance and may reflect adversely upon the reputation of the company and the product. In consequence, many direct selling organizations are painfully aware that the failure of too many of their saleswomen and the consequent excessive turnover constitutes one of their most urgent problems.

Unfortunately, there is no quick, easy and simple solution to this problem. The failure of the woman representative is usually the result either of poor selection or of inefficient sales management. The importance of this latter is not always recognized. The woman may have all the attributes necessary for success but she may have been given an impossible assignment if she has to cope with:

1. **Lack of potential in her territory** (a non-competitive product, too small a territory, a burned-up or a pioneer territory where the product is not known nor accepted).
2. **Inadequate compensation** (too low commission rates, no provision for earnings during the breaking-in period, or too many expenses which she herself must bear).
3. **Insufficient training** so that she does not know her product, order-taking procedures, or how to make a convincing presentation.
4. **Incompetent supervision** so that her work is not planned and organized and she cannot obtain necessary help and advice.
5. **Insufficient home office cooperation** (mistakes in handling orders, mistreatment of customers, delays in correspondence, and a failure to keep her advised of price, policy and procedural changes).
6. **Inadequate grievance drainage** (insufficient or unsympathetic outlets for job complaints, financial problems, domestic difficulties and health conditions).

Even where sales management is competent and sympathetic, as James S. Arnold has pointed out in the July 15, 1949, issue of *SALES MANAGEMENT*\*, direct selling as a profession has a number of limitations which are largely peculiar to it. Chief among these are:

1. It lacks status and prestige. The woman often thinks of herself as a common peddler.
2. It lacks security. Many of the women, as independent contractors, are not even company employees and

practically all are on straight commission.

3. It subjects the woman to the constant threat of rejection. She is, so-to-speak, at the mercy of the prospect and often must submit to rude and even insulting behavior.

4. It necessitates her working in enemy territory. She calls on the prospect rather than vice versa as in a store and often feels that she is an intruder in the home.

5. It is essentially lonely work. She makes her calls by herself and often has only casual and infrequent contact with her immediate supervisor. This makes her prone to succumb to discouragement and to feelings of helplessness and inadequacy.

6. It is hard work physically. To earn an adequate living on most direct selling jobs, the woman must put in long hours, at least 40 a week, often including night work, in all kinds of weather and not infrequently in poor, even dangerous neighborhoods. Furthermore, most selling of this type, even where no demonstration is made, requires considerable physical activity in going from house to house and in climbing up and down stairs. It usually requires unusual physical stamina.

In view of the number and variety of conditions which mitigate against a woman's success in direct selling, it is not surprising that many fail. It is perhaps more surprising that as many succeed as do. To determine qualifications of successful women sales representatives, as distinct from those of unsuccessful ones, careful studies of both groups have been made in a variety of direct selling organizations. These studies have included statistical analyses of personal history data (age, education, marital status, etc.), checks on levels of intelligence, and studies of clearly successful and unsuccessful women in action in the field. Out of these studies has emerged a set of specifications which, while general, provides clear evidence that certain definite characteristics are requisite to success in direct selling. On the basis of these findings, standards or bench marks can be established, which will be helpful in predicting an applicant's probable success on the job.

The attributes of a successful direct saleswoman will vary somewhat in detail in terms of the requirements of specific jobs. From an over-all point of view, however, the following qualifications are indispensable:

**1. Health, vigor and physical stamina:** While some experienced and successful direct saleswomen may be able to continue to be productive

\* "Death of Many Salesmen," page 37.

after their health has failed, the beginner who lacks these attributes is almost sure to fail. In this category also fall women who are seriously over-weight (three or more pounds to the inch in height). They lack the necessary physical mobility for most direct selling.

**2. The habit of working, of being actively and constructively engaged:** Since the direct saleswoman works almost entirely independent of close supervision, she must be a self starter, a woman who is so habituated to working, to constant productive activity, that she is uncomfortable if not constructively engaged. She is usually extremely active (technically, *hyperkinetic*). She is restless if not busy at something. This dynamic energy and enthusiasm is not something that can be instilled in a woman. It is partly constitutional and partly the result of early environmental influences and experiences. She either has it or she does not. If she does not, she is a poor prospect for direct sales work.

**3. Complete and absolute self-reliance:** Direct selling is not for

#### *Meet the Mrs.*

... Mrs. Katherine S. Miller is an account executive with Robert N. McMurry & Co., Chicago. Mrs. Miller served for three years as assistant personnel manager, Signode Steel Strapping Co., and for four years on the sales and the personnel staff of Marshall Field & Co. After graduation from Southern Illinois University, Mrs. Miller taught in the East St. Louis public schools for seven years.



the passive, dependent, helpless woman, the "clinging vine." Not only must she work alone, but she must be able to cope with a variety of conditions on the job which call for an unusual degree of self-confidence and self-reliance. She must accept the fact that direct selling, generally, has little status; that she is going to be treated by some of her prospects as an unwanted intruder; that she will be the recipient of rudeness and even out-

right insults and finally that frustration and disappointment will be her daily lot.

She must work alone in, so-to-speak, enemy territory. She has no one to help her when she encounters difficulty with her prospect; she must work out her own salvation. This takes what is commonly, if inelegantly called "guts." This is particularly necessary during the first weeks on most direct selling jobs. Sales are

More than twice as many men read  
The American LEGION Magazine  
than the second-largest man's magazine!

THE AMERICAN  
**LEGION**  
MAGAZINE

A.B.C. Net Paid Circulation 3,031,838  
(Period ending Dec. 31, 1948)



## Never a dull moment



**SHOWMANSHIP.** When your market includes *everybody*, you can depend on General Outdoor Posters—the showmanship medium—to get your sales story across. Big, colorful, impressive—GOA keeps advertising fresh, new and effective! People watch for the new posters, and

we can tell you why. Write today. General Outdoor Advertising Co., 515 South Loomis Street, Chicago 7, Illinois.

★ Covers 1400 leading cities and towns



## MR. EXECUTIVE... "GENERAL AUTO" FLEET RENTAL PLAN CUTS COSTS



**BRAND NEW 1949 FORDS,  
PLYMOUTHs, CHEVROLETs**  
FLEETS OF 5 TO 500 FOR IMMEDIATE DELIVERY

NOW—3½¢ a mile (\*on 25,000 or more annual mileage) plus gas and oil covers all costs. We pay for repairs, tires, lubrication, maintenance, full insurance coverage, replacement in case of fire or theft, license plates—plus new cars every 12 months.

**WE WILL PAY CASH FOR YOUR PRESENT CARS**

Write or  
wire for  
information



**GENERAL AUTO RENTAL CO.**  
COAST-TO-COAST

HAROLD B. ROBINSON, President

1255 E. Cheltenham Ave., Phila. 38, Pa.

Only  
**3½¢**  
A MILE\* Plus Gas  
& Oil

hard to come by; the work is new and disappointment and discouragement is the rule. Unless the woman has supreme self-confidence, she is most likely to give up during this period.

While self-confidence can be developed to a certain extent, it is done only by *proving* to the woman that she can be successful by making her so. Consequently, the sales manager has the alternative of either hiring a woman of demonstrated self-reliance or of resigning himself to the need to wet-nurse the woman through her initial weeks and months on the job, in the hope of developing self-confidence in her by helping her to make some sales. Obviously, it is better to seek women of proven self-reliance. It is for this reason that women who have spent an appreciable part of their lives in an essentially sheltered environment, often have difficulty in direct selling work.

### 4. Capacity to dominate others:

Not only must the woman have complete self-reliance, but she must be able to dominate her prospects. Some dominate by sheer force of character, others by selling predominantly to persons of lower economic and cultural status. It is easier to dominate one's inferiors. For this reason the trend in most direct selling organizations is to concentrate on selling lower rather than higher socio-economic groups.

Ideally, the direct saleswoman is a strong character who tends to dominate everyone with whom she associates. For example, these women tend to marry weak, dependent men whom they can rule. If they chance to marry a strong man, they are usually soon divorced or separated. Since such women have an essentially masculine outlook on life (in spite of the fact that superficially they may seem to be very feminine), their relations with men are often casual and uninhibited. Since many are highly sexed, they frequently have numerous affairs and highly involved and confused marital histories. Invariably, however, all of their relationships are marked by a strong desire to dominate, to rule and to be the boss.

This need to dominate, like the drive to activity, is in part constitutional and in part the result of early environmental influences. Such tendencies cannot be inculcated in a woman; neither can they be appreciably changed where they exist. Their presence in a woman usually makes her difficult to supervise, but they are productive of sales. Without a considerable capacity to dominate, it is difficult for the woman to make a

close. She can make a beautiful presentation and perhaps get a few orders, but if she is to get volume, she must be able to apply pressure—dominate the prospect.

#### 5. *Desire for money, status, power or victory in competition:*

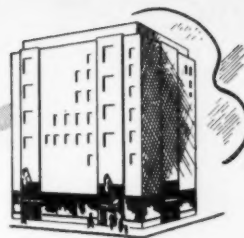
Nearly all successful direct saleswomen have strong masculine-type motivations. As a rule, they want money or the things it will buy. They want recognition and status either on the job or in their communities. They want power, or they are tremendously hostile and aggressive women who find a socially useful outlet for these tendencies in competition. (This competition is not primarily with other saleswomen; it is with the prospect. Every sales presentation is a contest with the prospect. If the saleswoman can close the sale, she has won; if not, the prospect has won. Obviously, she sees to it that she loses as infrequently as possible.

All of these women are basically selfish. They are working for themselves and themselves alone. The company and their supervisors are merely the vehicles through which their needs for money, status, power and competitive outlets are satisfied. Their loyalty is primarily to themselves. They do not identify with either company or supervision. They are essentially lone wolves. If they become dissatisfied, they leave without any qualms. Such women are nearly always prima donnas and hard to handle, but their motivations drive them to work hard and be productive saleswomen. Here, again, these needs are a basic feature of their personality make-ups. They cannot be inculcated (although they can be stimulated and encouraged). The women either have them or they do not. Often these motivations are well concealed.

#### 6. *A financial backlog to tide the woman over the break-in period:*

Even the most self-reliant, dominating and highly motivated woman may have trouble when she first starts on a direct selling job. She must learn the product, the sales technique, and often a demonstration as well. This means that even she, to say nothing of less well qualified women, may go through a period of initiation or breaking-in, during which her sales will be negligible. This can be a period of great stress for her. She may develop doubts concerning her ability to do the work and her wisdom in taking the job. If she is suffering acute financial hardship, especially if she has others dependent on her; that is, a sick husband, she will be almost certain to drop out.

## DEPARTMENT STORE LINAGE UP 76% SINCE 1939\*



The reasons which lead Buffalo's department stores to spend an ever-increasing portion of their advertising budgets in the Courier-Express are good reasons why it's also your best medium.

Your dollar buys *MORE* space . . . *MORE* insertions in the Courier-Express . . . *MORE* impact on the customers with the money to *BUY* your products.



\* Competition's Gain 50%

## Add Over 100,000 Salesmen to Your Automotive Industry Sales Force— at Less Than <sup>3</sup>/<sub>10¢</sub> per Salesman!

**Paid circulation is responsive circulation.** Automotive Digest has the largest paid circulation of any automotive publication. Automotive Digest is the only publication offering you ABC volume coverage with a 7" x 10" page size.

## Automotive DIGEST

- First in Reader Response
- First in Value
- First in Paid Circulation — Over 100,000 Paid



Send for this free book containing valuable marketing information on the Automotive After Market.



Clutch Motor Brake Service Co., 3430 Burnet, Cincinnati, Ohio  
One of the more than 100,000 garages where Automotive Digest is bought and read each month.

### How to Reach the Automotive After Market through ADVERTISING

- MARKET DATA
- INDUSTRY TRENDS
- TRADE ASSOCIATIONS
- COLLECTORS
- REPAIR AND MAINT.
- EQUIPMENT
- ACCESSORIES
- COMPONENTS
- PARTS AND SUPPLIES

## Automotive DIGEST

22 East 12th St., Cincinnati 1501 Broadway, New York  
141 W. Jackson Blvd., Chicago 6432 Cass Ave., Detroit  
639 S. Wilton St., Los Angeles



*House Beautiful*  
*opens up a new area of knowledge*  
*on how to produce a better house*  
*with its*

# CLIMATE CONTROL PROJECT



*A continuing program of research and editing to define scientifically our scores of American climates in terms of how they affect housing and land development. The objective? To use the house structure and its immediate surroundings as a calculated device to reduce the stresses and strains of the local climate on Man and Materials.*



Operating on financial grants from House Beautiful, a panel of 8 scientists and 4 researchers has been investigating, at the level of pure science, the climate specifications of the most densely-populated areas in America. Their findings have been charted and graphed by Dr. Paul Siple for easy reference use by the building industry, and will be published regularly in the A.I.A. Bulletin. Reprints of regional analyses may be bought, by subscription, from the Climate Control Project Administrator, House Beautiful, 572 Madison Avenue, N. Y. 22, for \$3 for every six regions. A 3-ring binder is included, free of charge, with each subscription. Single copies for each region may be purchased for 50¢ each.

Popularized versions of the same new information will be published monthly in House Beautiful, and will frequently be accompanied by actual houses (many of them demonstration houses open to the public) designed to cope with the stresses and strains of that regional climate.

*House Beautiful's new Climate Control Project gives a new frame of reference in which manufacturers of sound building products can present their story to an educated, comfort-conscious audience of readers.*

*For more details on House Beautiful's Climate Control Project write*

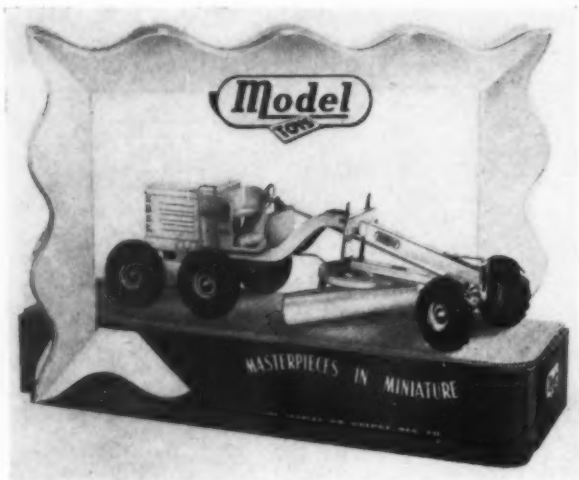


# House Beautiful

572 Madison Avenue, New York 22, New York

# Display Angles

**MODEL TOY PRESENTATION**—Designed for use in windows, on counters and on island tables, it permits the customer to handle and closely examine the product. Built of Appalachian poplar with Weltex plywood frame. Made for Charles Wm. Doepke Mfg. Co. by Display Sales Co., Cincinnati.



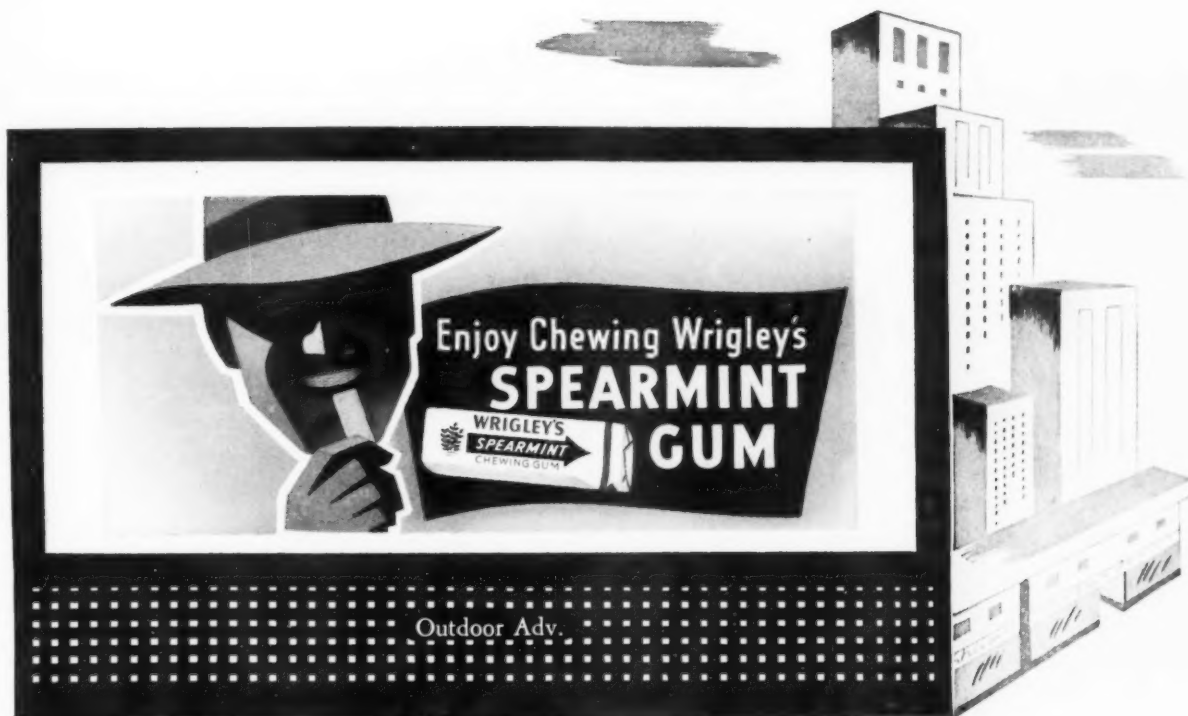
**STORE DEMONSTRATOR FIXTURE**—Permanent display accommodates three Emerson Table Model television receivers. Made of wood reinforced masonite, with the wing panels of striated plywood. Lacquer-finished in green and yellow. The unit was produced by Walter Marschack Displays, Inc.

**VERSATILE POINT-OF-SALE MATERIAL**—The centerpiece below lithographed in a knotty pine design, provides a rich background for any one of four interchangeable sets of attachments, each consisting of a framed picture and Shield showing the various Canada Dry beverages. Fabricated for Canada Dry by Niagara Lithograph Corp.



**LITEWRITER SIGN**—Brilliant, neon-like sales messages may be written in various colors with special crayons on a black glass panel. The frame has a built-in fluorescent lamp with a life rating of 3,000 hours. This new sales aid is a product of the Maxilume Co.

# SHORT COPY sells everywhere



"Wrigley's Spearmint Gum is a product that sells to everybody, and outdoor advertising is the one medium we have found that *reaches* everybody everywhere—regardless of age, sex, race, income or locale. Twenty-four hours a day for over 46 years—in good times and bad—outdoor advertising has done an effective job of selling Wrigley's Gum."

WM. WRIGLEY JR. COMPANY

*Asutester*

Advertising Manager



One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising — sponsored by

**The Standard Group**  
OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth  
of the nation's  
consumers . . .

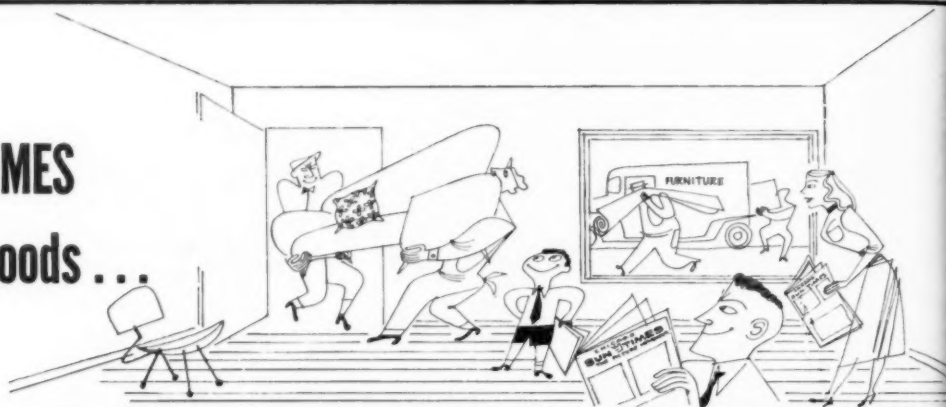
JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION  
WALKER & COMPANY • WHITMIER & FERRIS CO., INC. • ROCHESTER POSTER ADVERTISING CO., INC.  
E. A. ECKERT ADVERTISING CO. • UTAH POSTER SERVICE • BORK POSTER SERVICE  
STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVENUE, NEW YORK 22, NEW YORK



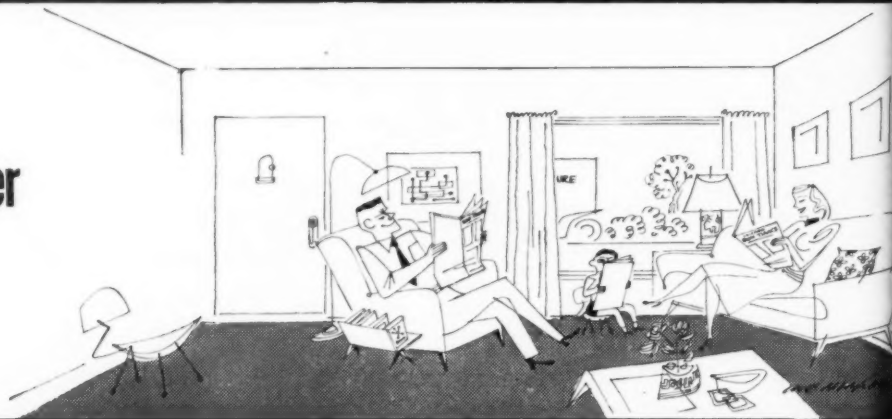
In Chicago's  
\$229,000,000  
home furnishings  
market...



...The SUN-TIMES  
moves more goods...



...than any other  
daily paper!



Last year, Chicago retailers rang up over \$229,000,000 in furniture, home furnishings and radio sales (Sales Management estimate). Then—as now—the Daily SUN-TIMES was their first choice to attract Chicago's profitable young-family trade.

Here's why: The SUN-TIMES has a greater proportion of readers in the 18-34 age bracket than any other Chicago newspaper. 42% of its city and suburban readers are in this group—getting married, starting families, expanding, acquiring . . . eager and able to pay for more goods.

They respond so well to advertising in The SUN-TIMES that The SUN-TIMES regularly carries *more* daily furniture, home furniture and radio linage *than the next two papers combined*.

If *you* are looking for Chicago's livest family market, advertise in The Chicago SUN-TIMES!

Daily Retail Furniture, Home Furnishings and Radio Linage in Chicago Newspapers. (Source, Media Records)

	1949, 1st 6 months	1948, 12 months
SUN-TIMES.....	762,333 lines	1,426,341 lines
Tribune.....	403,672 lines	545,401 lines
Herald-American.....	331,199 lines	588,746 lines
Daily News.....	270,207 lines	545,055 lines

% of Readership, 18-34 (City and Suburban, Men and Women)

42% of The SUN-TIMES readers are in the 18-34 age group.

37% of the Herald-American readers are in the 18-34 age group.

33% of the Daily News readers are in the 18-34 age group.

32% of the Tribune readers are in the 18-34 age group.

(Based on Survey made by Publication Research Service, April, 1949.)

**TOTAL CIRCULATION** **635,346**  
Average Net Paid Daily

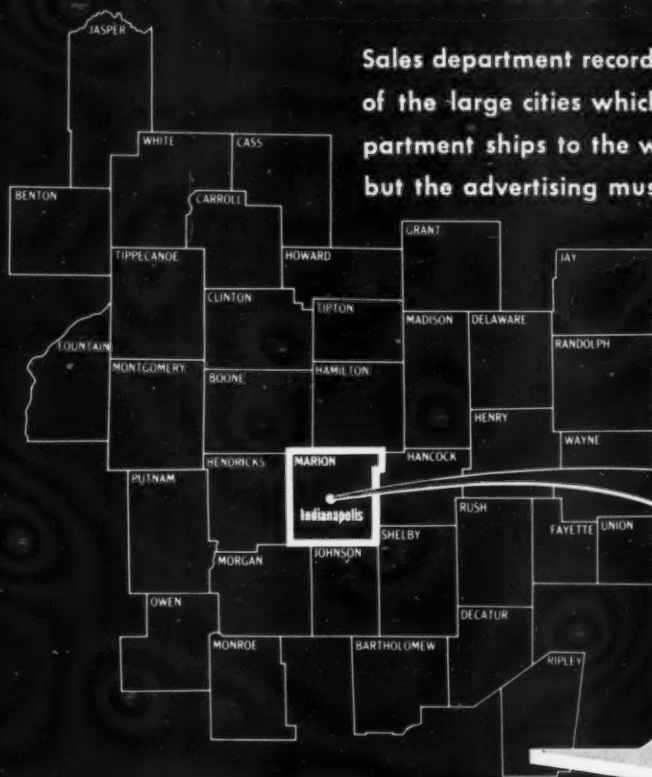
(ABC Publisher's Statement, 3/31/49)

In Chicago...the **SUN**  **TIMES** moves the goods!  
THE PICTURE NEWSPAPER

# MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

## WHERE SALES AND ADVERTISING PROBLEMS DIFFER



Sales department records usually overestimate the market value of the large cities which are wholesaling centers. The sales department ships to the wholesaler or to the chain's warehouse—but the advertising must seek consumers where they live.

*This map shows the 35 county area supplied by the Kroger Grocery and Baking Company warehouse located in Indianapolis. Manufacturers selling to Kroger credit Indianapolis with the order.*

*Indianapolis is important as a consumer buying center, to any manufacturer, but not as important as the wholesale record would indicate:*

	MARION COUNTY	KROGER AREA OUTSIDE MARION COUNTY
TOTAL FAMILIES	33.3%	66.7%
ALL FOOD STORE SALES	37.4%	62.6%
ALL KROGER STORES	31.6%	68.4%
KROGER RETAIL VOLUME	33.2%	66.8%

PICTOGRAPH BY  
*Sales* MANAGEMENT

10-15-49

Source: Donald M. Hobart, Curtis Publishing Company, "Selling the National Market"





## This one's on the house!

You might call it the house that *lack* built. For the Aladdin Company has a cure for the housing shortage.

This Michigan firm makes houses that fit together like jig-saw puzzles. Saves on lumber waste, time and labor cost. A real mass-production answer to "No Vacancy" signs.

Aladdin has to use small-space come-on to make big-ticket sales. Its advertising budget is small. But look what \$3,414 did for Aladdin in PARADE...

That money bought a 100-line ad and two 84-line ads. All three offered a 25¢ catalog showing 65 different Aladdin house plans.

Aladdin's ads were on the house! 17 250 requests came in for catalogs ... with 17,250 quarters enclosed.

That comes to \$4,312.50 ... \$898.50 *more* than the PARADE space cost!

The Aladdin Company is convinced PARADE builds prospects like a house afire. And so are a lot of other advertisers, large and small.

How else do you explain PARADE's 26% lineage gain for the first half of 1949? And don't forget that's over and above a 50.8% increase for 1948. The explanation is plain enough. Ads get more response in a magazine that people really read. And people sure do read PARADE. Faithfully. Avidly. Starch figures show that PARADE gets more readers per 100 copies than any other top national magazine.

Aladdin's experience wasn't parlor magic. It shows why fast-growing PARADE is America's best advertising buy today.

You ought to be in pictures...in

**parade**



# WHAT ARE YOUR IMPRESSIONS OF CANADA?

The publishers of Time-Life International asked 1,000 business men a series of questions about Canada; the answers revealed a general tendency to underestimate the size and importance of our neighbor to the North

**Perhaps you can answer the questions correctly. Want to try?**  
**The answers are at the bottom.**

## 1. Population Of Canada

- 7,540,000?
- 10,400,000?
- 13,300,000?
- 20,000,000?
- 31,600,000?

## 2. Tourist Expenditures

In 1947 U. S. tourists spent \$230,000,000 in Canada. How much did Canadian tourists spend in the U. S.?

- \$15,500,000?
- \$22,000,000?
- \$76,000,000?
- \$115,000,000?
- \$152,000,000?

## 3. Imports From Canada

Check the three items which you believe to be largest in dollar value

- Aluminum
- Asbestos
- Copper
- Lumber
- Newsprint
- Nickel

## 4. U. S. Investments in Canada

Which of the following amounts represents the total U. S. private investment in Canada?

- \$300,000,000?
- \$750,000,000?
- \$1,340,000,000?
- \$2,500,000,000?
- \$5,000,000,000?

Answers. 1. 13,300,000 2. \$152,000,000  
3. newsprint, lumber, nickel  
4. \$5,000,000,000

Source: Time-Life International

PICTOGRAPH BY  
*Sales* MANAGEMENT

10-15-49



# - how to get *excitement* into your ads - without exciting the treasurer!



**N**O advertising man ever minded making his ad more exciting to more people. No treasurer ever objected to getting more for his company's money.

So, after you've packed all the excitement you can into your next campaign . . . put it in the medium where it will excite more readers per dollar than anywhere else.

Put it in PUCK, The Comic Weekly . . . the Most Powerful and *Exciting* sales force in America.

What's *Exciting* about Puck?

First, it's an exciting *buy*. 8,375,472 families . . . 17,790,000 adults . . . and millions more youngsters - in 7,000 communities that account for 83% of all sales! At a cost of only 37 cents on the dollar, compared to major magazines!

No wonder it's America's most *powerful* sales force.

But it's also America's most *exciting* sales force!

For Puck doesn't just *expose* readers to your message . . . it *excites* them to read it with both eyes "Pop-eyed"!

*Why?* Because the excitement of *our* All-Star Cast of Comics follows through into *your* advertisements.

For example, Lifebuoy ran the *identical* advertisement shown here both in major magazines *and* in Puck. Same headline, illustration, copy. Merely laid out the same magazine ad to fit Puck.

Here, on a *reader-per-dollar* basis, are the results:

(Based on Starch Readership Figures)			
	Noted	Seen-Associated	Read Most
Puck . . . .	688	646	319
Magazine A . . .	245	237	49
Magazine B . . .	149	110	16

Isolated case? By no means. We'll be glad to put into your hands a whole booklet of similar case histories, on both readership *and* sales, of leading national advertisers.

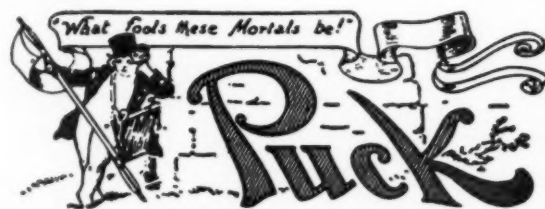
These success stories are hard to beat—but not hard for you to duplicate in Puck.

Not when you understand *why* the excitement of Puck's *living* editorial characters follows through into your ads.

Not when you remember that Popeye put spinach on *grown-up's* menus . . . Jiggs put corned beef and cabbage on fancy restaurant tables . . . Flash Gordon put upswept hairdo's on wide-awake women.

For these Puck characters have a *national* following. The excitement that follows them doesn't stop with the last picture. It carries through into your ads, just as it carries through into people's lives.

You can't get this degree of excited follow-through anywhere but in the exciting pages of Puck. You can't miss it when your advertising shares pages with the Most Powerful and *Exciting* Sales Force in America.



## THE COMIC WEEKLY

*America's Most Powerful and **Exciting** Sales Force*

ABC CIRCULATION MARCH 31, 1949: 8,375,472.  
INCLUDING PHILADELPHIA BULLETIN

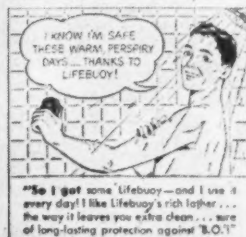
The Only **NATIONAL** Comic Weekly

A Hearst Publication . . . 63 Vesey St., New York; Hearst Bldg., Chicago



AN ADVERTISEMENT FOR LEVER BROTHERS CO.

## ONE LITTLE WHISPER AND MY VACATION WAS SPOILED!



### HOW TO STEP UP PROTECTION AGAINST 'B.O.'

USE IT DAILY



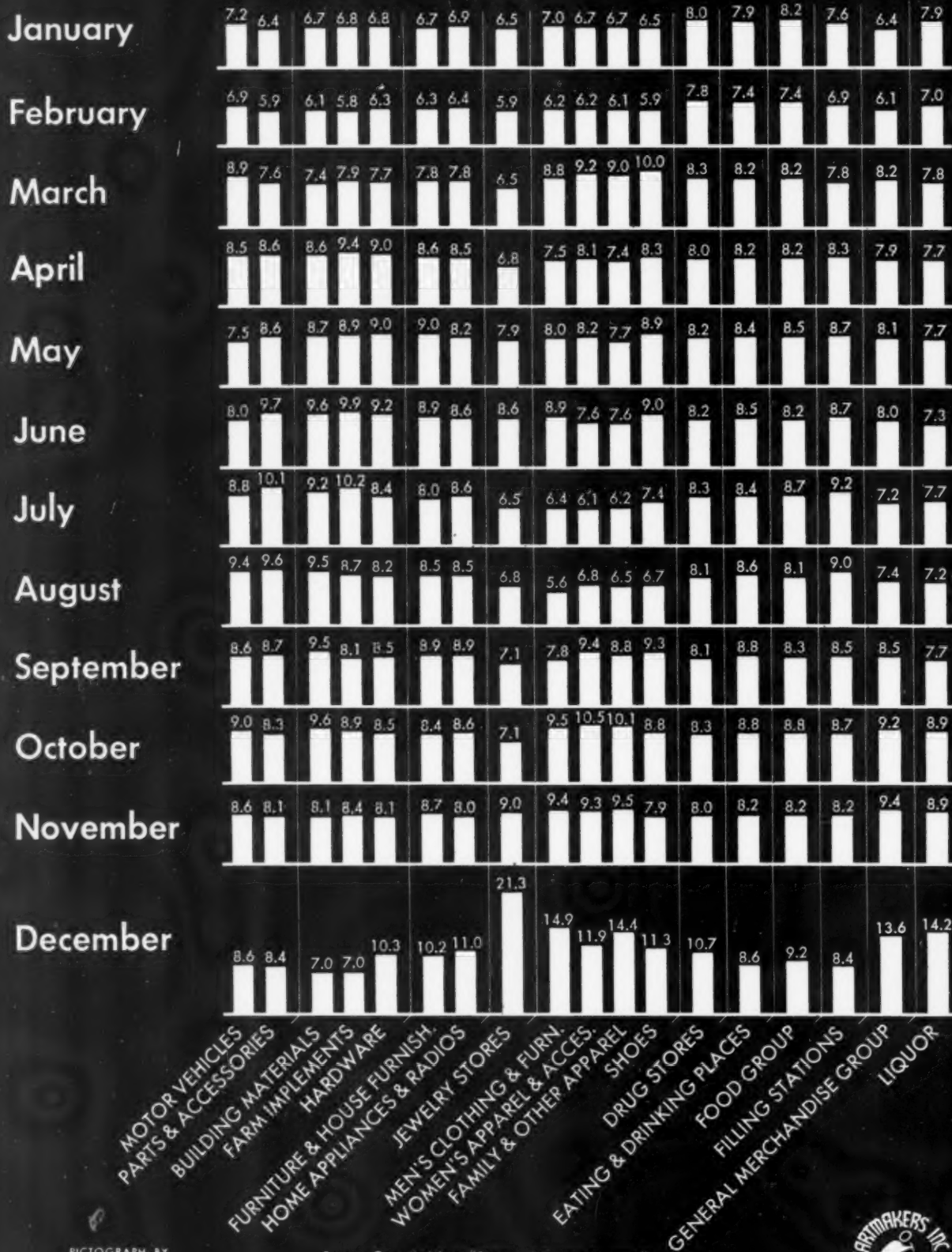
Tests prove that Lifebuoy not only stops "B.O." (body odor) but that you can build increasingly better protection against "B.O." by bathing with Lifebuoy every day. Try it. Bathe with Lifebuoy for just seven days. See how fresh and clean your skin feels. When you know that a daily Lifebuoy bath stops "B.O." faster, gives you longer-lasting protection, you won't ever miss your "BATH A DAY THE LIFEBOUY WAY!"



# How Retail Sales are Divided by Months

With business back to normal after a ten-year period of shortages and allocations, the seasonal element again becomes important. This is how the year divides up in 18 retail store groups.

PERCENTAGE OF YEAR'S SALES MADE IN EACH MONTH



PICTOGRAPH BY  
*Sales* MANAGEMENT  
10-15-49

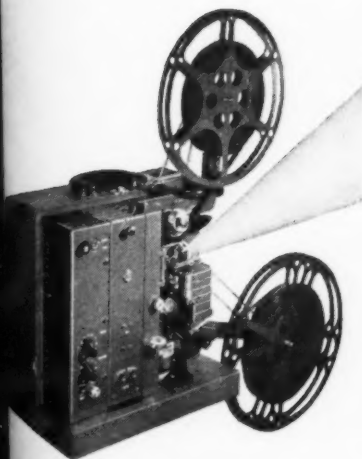
Source: Compiled from "Survey of Current Business",  
U. S. Department of Commerce



# DEPTH That's Clearer, Sharper!



For **FINEST PICTURE QUALITY** have your 16mm films projected with the *RCA "400"*



Audiences "look into" scenes projected with the RCA "400" and see screen images in a realistic "atmosphere." They observe them in perspective that suggests the third dimension. Both near and far objects appear in sharp and clear focus with regard to size, shape and position to one another.

RCA "400" projection makes your 16mm film showings more expressive. It gives them added force and vividness. Accompanied by sound reproduction that's true-to-life, your projected pictures capture the undivided attention of audiences. Because the story of the film is

projected at its finest in showmanship, the screen message gets quick acceptance, is longer remembered.

There's nothing to match the RCA "400" for simplicity of operation and maintenance. It is the quickest and easiest of all 16mm projectors to thread.

• • •

**RCA "400" JUNIOR.** The only single-case standard 16mm sound projector of fully professional quality.

**RCA "400" SENIOR.** Provides theatre-quality reproduction of 16mm sound and pictures for larger audiences, auditoriums or larger rooms.

*First in Sound...  
Finest in Projection*

**VISUAL PRODUCTS**

**RADIO CORPORATION of AMERICA**

ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.

In Canada: RCA VICTOR Company Limited, Montreal

MAIL COUPON FOR MORE DETAILED INFORMATION

VISUAL PRODUCTS (Dept. 79J)  
Radio Corporation of America  
Camden, N. J.

Please send me complete information on the RCA "400" Sound Projector.

Name

School

Street

City  State



# Significant Trends in Individual Income

From 1940 to 1948 the average gross income received by individuals jumped from \$575 to \$1,410 or 145%. State increases ranged from 57% to 319%.



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## Why Foreign Markets Pick Us as Suppliers

Topflight's advertising  
in U. S. publications  
turns up export sales.

In this country, Topflight Tool Co., Inc., York, Pa., has found profitable markets for printed cellophane adhesive for which it makes the tape printing machinery. As a result, the company formed Topflight Tape Co. to print and sell cellophane adhesive tape to national and local advertisers. Its advertising in some 100 domestic publications and two export magazines produced domestic orders and inquiries from abroad.

It was found that the detail required to service the relatively small size of foreign orders, and prohibitive tariffs, made it unprofitable to sell printed tape abroad, but that the company's extensive domestic promotion was building a profitable and easy-to-handle foreign market for its tape printing machines.

As a result, in the words of Topflight's president, Erwin Huber, "We don't pick certain markets. Markets pick us."

Orders for machinery have been received from all parts of the world. Topflight deals directly with the prospective foreign purchaser rather than through export or import agents, as is common in the export field. Foreign buyers pay the same price as domestic buyers. If an export agent buys for his principal he does not receive a discount merely because he is an agent, but pays the same price as though his principal negotiated directly with Topflight.

Foreign prospects who inquire about Topflight's tape or tape printing equipment are sent the same kind of promotion as domestic prospects. They are sent a panel containing Topflight's tape in various lengths and sizes, and illustrating variations in copy and art treatment. They are also supplied with a number of sample roles of tape in a small mailing sack accompanied by a letter.

### COMING . . .

What Income Groups  
Buy How Many Autos?

How to Pick  
the Best Ad Agency

# WAITING TO BE SOLD!

122,000 People

IN THE  
TROY  
CITY  
ZONE

(A. B. C. Defined)

99.8% Coverage of  
Occupied Dwellings

YOU CAN SELL THEM  
AT THE LOW COST

of

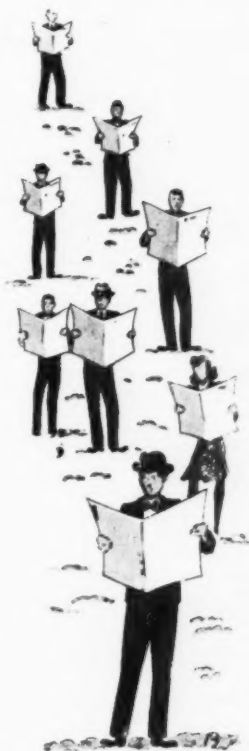
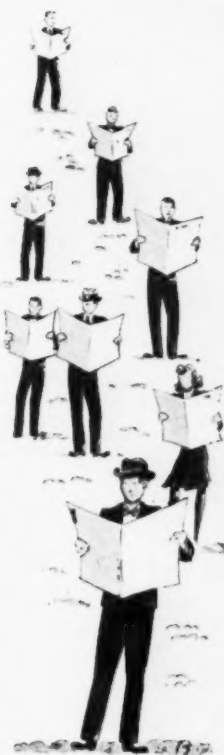
16c Per Line

Circulation, A. B. C.  
Publisher's Statement

44,397

## THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.



*This Trademark for Quality...*



When you have a paper problem, consult the Champion merchant nearest you. There's an excellent reason for doing that. Champion has continually kept its merchants abreast of new discoveries and developments. Today, more than ever, Champion has the research facilities, the background and practical experience. Today, more than ever, its merchants are particularly well qualified to give you sound advice and helpful service.

## **THE CHAMPION PAPER AND FIBRE COMPANY**

Mills at Hamilton, Ohio; Canton, North Carolina and Houston, Texas. District sales offices: New York  
Chicago • Philadelphia • Detroit • St. Louis • Cincinnati • Atlanta • Dallas • San Francisco

# ... These Merchants for Service

Birmingham.....	ALABAMA	The Whitaker Paper Co.
Mobile.....		Partin Paper Co.
Montgomery.....		W. H. Atkinson
Phoenix.....	ARIZONA	Carpenter Paper Co.
Los Angeles.....	CALIFORNIA	Carpenter Paper Co.
San Diego.....		Carpenter Paper Co.
San Francisco.....		Carpenter Paper Co.
Sacramento.....		Carpenter Paper Co.
Washington.....	DISTRICT OF COLUMBIA	The Whitaker Paper Co.
Jacksonville.....	FLORIDA	Jacksonville Paper Co.
Miami.....		Everglade Paper Co.
Orlando.....		Central Paper Co.
Tallahassee.....		Capital Paper Co.
Tampa.....		Tampa Paper Co.
Atlanta.....	GEORGIA	The Whitaker Paper Co.
Macon.....		Macon Paper Co.
Savannah.....		Atlantic Paper Co.
Boise.....	IDAHO	Carpenter Paper Co.
Pocatello.....		Carpenter Paper Co.
Chicago.....	ILLINOIS	Dwight Brothers Paper Co.
Decatur.....		Parker, Schmidt & Tucker Paper Co.
Peoria.....		The Decatur Paper House, Inc.
Quincy.....		Peoria Paper House, Inc.
Springfield.....		Irwin Paper Co.
Fort Wayne.....	INDIANA	The Millcraft Paper Co.
Indianapolis.....		Indiana Paper Co., Inc.
Des Moines.....	IOWA	Carpenter Paper Co.
Sioux City.....		Pratt Paper Co.
Topeka.....	KANSAS	Carpenter Paper Co.
Wichita.....		Southwest Paper Co.
Louisville.....	KENTUCKY	The Rowland Paper Co.
New Orleans.....	LOUISIANA	The D and W Paper Co., Inc.
		E. C. Palmer & Co., Ltd.
Baltimore.....	MARYLAND	Garrett-Buchanan Co.
		The Whitaker Paper Co.
Detroit.....	MICHIGAN	The Whitaker Paper Co.
Grand Rapids.....		Central-Michigan Paper Co.
St. Paul.....	MINNESOTA	Inter-City Paper Co.
Jackson.....	MISSISSIPPI	Jackson Paper Co.
Meridian.....		Newell Paper Co.
Kansas City.....	MISSOURI	Carpenter Paper Co.
St. Louis.....		Acme Paper Co.
		Shaughnessy-Kniep-Hawe Paper Co.
Billings.....	MONTANA	Carpenter Paper Co.
Butte.....		Carpenter Paper Co.
Great Falls.....		Carpenter Paper Co.
Missoula.....		Carpenter Paper Co.
Grand Island.....	NEBRASKA	Carpenter Paper Co.
Lincoln.....		Carpenter Paper Co.
Omaha.....		Carpenter Paper Co.
Newark.....	NEW JERSEY	Central Paper Co.
Trenton.....		Henry Lindenmeyr & Sons
		Central Paper Co.
Albuquerque.....	NEW MEXICO	Carpenter Paper Co.
Albany.....	NEW YORK	Hudson Valley Paper Co.
Binghamton.....		Stephens & Co., Inc.
Buffalo.....		Hubbs & Howe Co.
Jamestown.....		The Millcraft Paper Co.
New York City.....	NEW YORK	Forest Paper Company, Inc.
		Henry Lindenmeyr & Sons
		A. W. Pohlman Paper Co., Inc.
		Reinhold-Gould, Inc.
		Royal Paper Corporation
		The Whitaker Paper Co.
		Paper Service, Inc.
		Paper Service, Inc.
Rochester.....		
Syracuse.....		
Asheville.....	NORTH CAROLINA	Southern Paper Products Co.
Charlotte.....		Division of Henley Paper Co.
Raleigh.....		Charlotte Paper Co.
		Eppe-Fitzgerald Paper Co.
Akron.....	OHIO	The Millcraft Paper Co.
Cincinnati.....		The Cincinnati Cordage & Paper Co.
		The Standard Paper Co.
		The Whitaker Paper Co.
Cleveland.....		The Millcraft Paper Co.
		The Pennequin Paper Co.
Columbus.....		Sterling Paper Co.
Dayton.....		The Cincinnati Cordage & Paper Co.
Toledo.....		The Millcraft Paper Co.
Oklahoma City.....	OKLAHOMA	Carpenter Paper Co.
Tulsa.....		Beene Paper Co.
		Taylor Paper Company of Oklahoma
Portland.....	OREGON	Carter, Rice & Company of Oregon
Lancaster.....	PENNSYLVANIA	Garrett-Buchanan Co.
Philadelphia.....		Garrett-Buchanan Co.
		Paper Merchants, Inc.
Pittsburgh.....		Whiting-Patterson Co., Inc.
Reading.....		The Whitaker Paper Co.
		Garrett-Buchanan Co.
Columbia.....	SOUTH CAROLINA	Eppe-Fitzgerald Paper Co.
Sioux Falls.....	SOUTH DAKOTA	Sioux Falls Paper Co.
Knoxville.....	TENNESSEE	The Cincinnati Cordage & Paper Co.
Memphis.....		Taylor Paper Co.
Nashville.....		Clements Paper Co.
Austin.....	TEXAS	Carpenter Paper Co.
Dallas.....		Carpenter Paper Co.
El Paso.....		Carpenter Paper Co.
Fort Worth.....		Carpenter Paper Co.
Harlingen.....		Carpenter Paper Co.
Houston.....		Carpenter Paper Co.
Lubbock.....		Carpenter Paper Co.
San Antonio.....		Carpenter Paper Co.
Opden.....	UTAH	Carpenter Paper Co.
Salt Lake City.....		Carpenter Paper Co.
Norfolk.....	VIRGINIA	Eppe-Fitzgerald Paper Co.
Richmond.....		Eppe-Fitzgerald Paper Co.
Seattle.....	WASHINGTON	Carter, Rice & Company of Washington
Spokane.....		Spokane Paper & Stationery Co.
Huntington.....	WEST VIRGINIA	The Cincinnati Cordage & Paper Co.
Milwaukee.....	WISCONSIN	Dwight Brothers Paper Co.
New York, N. Y.....	EXPORT	Bulkley, Dutton Paper Co., S. A.
		Butler Co., Butler American Paper Div.
Edmonton.....	CANADA	Clark Bros. & Co. Limited
Montreal.....		T. B. Little Papers Ltd.
Regina.....		Wilson-Munroe Co. Limited
Saskatoon.....		Clark Bros. & Co. Limited
Toronto.....		Clark Bros. & Co. Limited
		Blake Paper Limited
		Whyte-Hooke Papers Ltd.
Vancouver.....		Wilson-Munroe Co. Limited
Victoria.....		Columbia Paper Company Ltd.
Winnipeg.....		Columbia Paper Company Ltd.
		Clark Bros. & Co. Limited

WHATEVER YOUR PAPER PROBLEM

*It's a Challenge to Champion!*





**SULKY DRIVER** sells Old Sunny Brook Whiskey in campaign built around harness-racing for National Distillers Products Corp.

# CAMPAIGNS AND MARKETING

## Vermont Maid's Fall Campaign

As a result of the steadily increasing sales of Vermont Maid which followed last year's expanded advertising campaign, Penick and Ford, Ltd., Inc., decided to step up its fall, 1949 appropriations to include more publications, greater use of color, and additional advertising aids. The campaign will give retailers greater selling support than has ever before been extended by Vermont Maid.

Consumer publications of large circulations have been selected for full color advertisements. These include *Life*, *The Family Circle Magazine*, *Ladies' Home Journal*, *Better Homes and Gardens*, *Woman's Home Companion*, *Woman's Day*, *Western Family*, *Sunset*, and *The American Weekly*. The number of black and white insertions has also been increased to include in the 1949 fall schedule all the publications that are running color, plus *True Story*, *Good Housekeeping* and *McCall's*.

The current campaign will continue the use of the early American art which has been found to have such great appeal and which has ranked so high in the past as an attention getter.

In addition to the expansion in space and the greater use of color in

consumer magazines, Penick and Ford have prepared for retailers attractive point-of-sale material in full color that has been designed to sell a wide range of related merchandise. Vermont Maid sales, which have already shown considerable volume increases during recent years, are now being stimulated by increased advertising and merchandising endeavor.

The campaign is being handled by J. Walter Thompson Co.

## Fiberglas Extends Program

Sale of Fiberglas marquisette curtains is being supported this fall by an extensive merchandising and advertising program sponsored by Owens-Corning Fiberglas Corp. First introduced in the 1949 spring curtain market, the curtains have received an enthusiastic welcome from homemakers and are now on sale in the Nation's leading department stores.

Full-color, full-page advertisements in *Good Housekeeping*, *House Beautiful* and *House & Garden* spotlight the time and labor saving features of the Fiberglas marquisettes. Evidence of the properties of the curtains is being provided by a series of demonstrations which Miss Jane Pursch, of the Fiberglas Corporation's Consumer Service Bureau, is conducting in 50 department stores around the country.

To assist stores further in promoting the sale of the curtains, Fiberglas is providing a complete merchandising package. The contents of this package include counter displays and giveaway folders, a booklet of selling ideas, mats for local newspaper advertisements, copy suggestions for radio and television announcements, envelope stuffers, and a booklet of instructions designed to enable the store to conduct its own seven-minute wash and hang demonstration.

Local newspaper advertising, sponsored by the department stores, has proved effective in attracting large numbers of women to demonstrations that have been held to date. In several instances it has been reported, the combination of advertising and demonstration has resulted in sell-out of the store's stock of curtains.

## Mennen's Christmas Drive

Christmas shoppers will find the Mennen Gift Set on sale at all drug counters. Put out by The Mennen Co., the green and white striped box contains four men's grooming aids: Skin Bracer, Shave Cream, Talcum for Men, and a bottle of the new Mennen Cream Hair Oil, latest addition to the Mennen line. Listed at \$9.63 a dozen, the set retails at \$1.10.

The Mennen Skin Bracer, an after-shave lotion, is also being merchandised during the holiday season in a grey, white and green striped carton. Suitable for year-round sale, these special gift packages are now available in two sizes. List price on the 98c size Skin Bracer is \$8.70 a dozen. The 49c size is listed at \$4.35 a dozen.

Promoting the Mennen Gift Set and the gift-wrapped Mennen Skin Bracer during the holiday season, advertisements are scheduled to appear in *Life* (Nov. 28, Dec. 12), *Look*



**CHRISTMAS SHOPPERS** will find four-item Mennen Gift Set on sale at all drug and toilet goods counters throughout the country.



**A**NYWAY YOU LOOK at San Jose, orchards frame the picture. This busy canning community is another juicy market for you via ABC...one of 42 coast cities big and small in the "50%-plus" BMB penetration column. (80% of San Jose's radio families are ABC fans.)



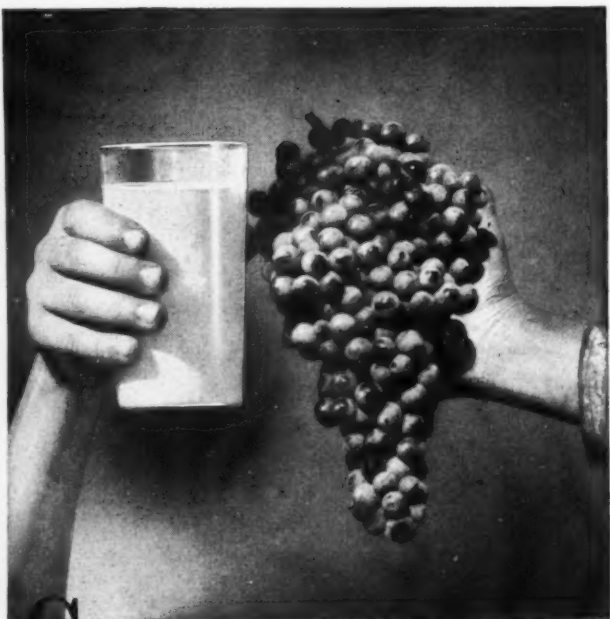
**B**IG TIMBER BOOMS business in bustling Everett. Its busy citizens are not too busy to have the ABC habit, though...which makes 'em just like practically everybody else on the coast. Because 84% of Everett's radio families tune regularly to ABC, says BMB.

## On the coast you can't get away from ABC

**FOR COVERAGE...** ABC's booming Pacific network delivers 228,000 watts of power—44,500 more than the second-place network. This power spells coverage—ABC primary service area (BMB 50% or better) covers 96.7% of *all* Pacific Coast radio homes. And ABC's Coast Hooper for 1948 was up 9% or better both day and night.

**FOR COST...** a half hour on ABC's full 22-station Pacific network costs only \$1,228.50. Yet you can buy as few as 5 stations for testing or concentration. And ABC is famous for the kind of audience-building promotion that helps slice the cost-per-listener.

**Whether you're on a coast network  
or intend to be—talk to ABC**



**C**AN'T CALL Modesto's commercial activity modest! It ranges from milk production to wineries. 61% of Modesto's radio families like ABC. In fact, (says BMB) ABC gives primary coverage of 96.7% of *all* coast radio families...at famous ABC low prices.

# ABC PACIFIC NETWORK

NEW YORK: 30 Rockefeller Plaza • Circle 7-5700—DETROIT: 1700 Stroh Building • CHERRY 8321—CHICAGO: 20 N. Wacker Drive  
DELAWARE 1900—LOS ANGELES: ABC Television Center • NORMANDY 3-3311—SAN FRANCISCO: 155 Montgomery St. • EXbrook 2-6544

OCTOBER 15, 1949

(Dec. 20), and *This Week Magazine* (Dec. 4); also in 11 independent Sunday supplements of newspapers in as many major market cities from coast to coast. In addition, The Mennen Co. will sponsor 15-minute news and variety programs over 47 leading radio stations throughout the country.

## Nestle's Stresses Youth Market

A large and intensive advertising campaign for Nestle's chocolate products this fall has been announced by the directors of the Peter Cailler Kohler Swiss Chocolate Co., Inc., manufacturing subsidiary of Lamont, Corliss & Co.

Total circulation of the new Nestle's brand announcements will top 182,000,000, with the Nation's important youth market absorbing over two-thirds of the total effort.

Nestle's EveReady Cocoa will spearhead the campaign with half-pages in color comics throughout the fall. In addition to the Puck and Metropolitan Sunday Comics, Independent Sunday Comics will carry display advertisements all over the country. Strong supporting advertising will appear in *Good Housekeeping*

and *Parents' Magazine*, bringing a total circulation of 30,000,000 for Nestle's EveReady Cocoa advertisements alone.

A further 30,000,000 circulation from the same Sunday comics, plus half-pages in color in *The American Weekly* and *Ladies' Home Journal*, will carry announcements for Nestle's Semi-Sweet Chocolate, famous for Toll House Cookies. A special Toll House Cookie promotion is slated for October and the following month a new look, new flavor Brownie recipe will be featured in color advertisements in *The American Weekly*, *This Week Magazine*, *Better Homes and Gardens*, *Ladies' Home Journal*, and *Parade*. With this magazine support, readership may be up to the 150,000,000 mark. Nestle's Semi-Sweet Chocolate will also get a special boost in New England, where Marjorie Mills will continue to feature the product on her popular woman's radio program.

The chocolate bar campaign will be exclusively aimed at the Nation's youth market, which is estimated to consume some 26,000,000 candy bars a day. For Nestle's Crunch, regular color insertions will appear in Sunday Comics and with color quarter-pages



"MICHIGAN APPLE GIRL" dramatizes State's point-of-sale campaign in display lithographed by the Einson-Freeman Co.

in 31 Kid Comic Books. An estimated 122,000,000 circulation will be advertising the product to the Nation's largest chocolate bar market. Nestle's chocolate bar sales will get an extra impetus in the New York City, Boston and Chicago areas. National advertising in these cities will be supplemented by radio announcements on leading local stations, television commercials and car cards on subway and surface lines. In Philadelphia, too, radio commercials will augment the national program.

Cecil & Presbrey, Inc., is the advertising agency.

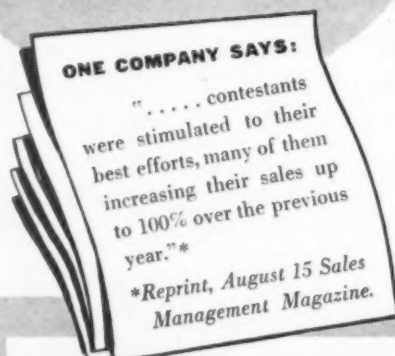
## Third Promotion for Parker "51"

The Parker Pen Co. is employing a total circulation of 30,734,000 via newspapers and magazines this month to promote its Parker "51." This is the company's third such promotion in as many years. Even heavier advertising efforts are planned during November and December as the tempo of holiday buying increases.

The October promotion includes a series of four-color, full-page advertisements in *The Saturday Evening Post*, *Newsweek*, and *This Week Magazine*, urging shoppers to ask their Parker dealer about the convenient "layaway" plan of gift buying.

Also included is a full-page, four-color Christmas message in the October 28 issue of *Life*, and in rotogravure sections of 15 metropolitan newspapers on October 30. There is a full-page color advertisement in the October issue of *Fortune*, specially slanted for multiple sales to business executives, plus an insertion in *Time*.

**Proof**  
that it  
**WILL**  
**INCREASE**  
**SALES!**



Maritz Incentive Programs are proven sales builders. They stimulate top-ranking salesmen to greater effort. They change average and below-average salesmen into Real Producers.

Write today for complete information.

**MARITZ SALES BUILDERS**

10th and Locust Streets

St. Louis 1, Missouri



# In San Francisco's "BEST CIRCLES"...

## Back 4 Field Offices With One Campaign



Capitalize The Chronicle's trading zone strength (as top San Francisco retailers do) for dealer and customer contacts that count most



### Our Market's HEART is outside "The City"

Sales Management's 1949 copyrighted survey shows the 8-County trading zone part of San Francisco's 9-County Bay Area market with:

- 68.9% of food sales
- 60.6% of drug sales
- 59.6% of retail sales
- 52.8% of house furnishings, furniture and radio sales

Consider what this survey reveals about population (69.3% trading zone)...about motor vehicle registrations (73.2% trading zone)...and buying power (59% trading zone). Then you'll see our market MORE like Pittsburgh, LESS like Chicago—and schedule The Chronicle first!

## San Francisco Chronicle

DELIVERS "BEST CIRCLE" COVERAGE  
IN TRADING ZONE AND CITY TOO

SAWYER, FERGUSON, WALKER CO., National Representatives  
... New York • Chicago • Detroit • Atlanta • San Francisco • Los Angeles

# Sales Aids Cut Technical Jargon, Speed Selling for Lane-Wells

Sales of oil well products and service require explanation of a mass of engineering data. Lane-Wells equips its salesmen to convince the prospect who declares, "My problem is different." This is the story of manuals, films, and models.

*As told to James H. Collins,*  
**BY JAMES D. HUGHES**  
*Sales Manager, Lane-Wells Co.*

Our company began about 15 years ago with "a shot heard 'round the world."

The shot which has become famous in our company was a bullet fired through the casing of a depleted oil well, thereby extending its productive life. This was a new and cheaper way to regenerate old wells. It was the start of the Lane-Wells service by field trucks. From then on well owners wanted to know what gun perforation would do for their wells; but each well was a separate problem, and as the field of application for perforating expanded, selling involved a growing number of technical explanations. Samples of perforations, bullets, and diagrams became a way to explain the new service.

From this beginning, Lane-Wells services have multiplied and so have our technical sales problems. The need for sales aids to sell our technical oil field tools and services was apparent. This need has continued ever since. With us, sales aids have become a continuing sales engineering activity. Our sales engineers, in company automobiles covering all United States oil regions, carry a formidable array of sales aids. They are always on the lookout for new ones that will convey the technical details more clearly and in less time.

We have ways of estimating the usefulness of any proposed new sales aid. Each sales aid may cost a hundred dollars or more, with scores needed to equip our field selling force. But there is never any hesitation on our part to buy them if they simplify and shorten the technical explanation that makes up our selling. Economies to our customers and ourselves justify the best that can be engineered.



**SHORT CUTS TO TECHNICAL SALES:** Sales aids are used creatively by Lane-Wells sales engineers. They cut down the time required to translate the company's oil well products and services into solutions of prospect's problems.

Lane-Wells services and products are rather technical and certain phases are difficult to explain, but two factors govern our selling.

1. The Lane-Wells sales engineer's knowledge of our business in relation to the customer's problems.
2. The customer's understanding of our techniques and equipment in relation to his particular problem.

All sales aids are designed to help accomplish these objectives. We equip each sales engineer and supervisor with a sales kit which holds a mass of

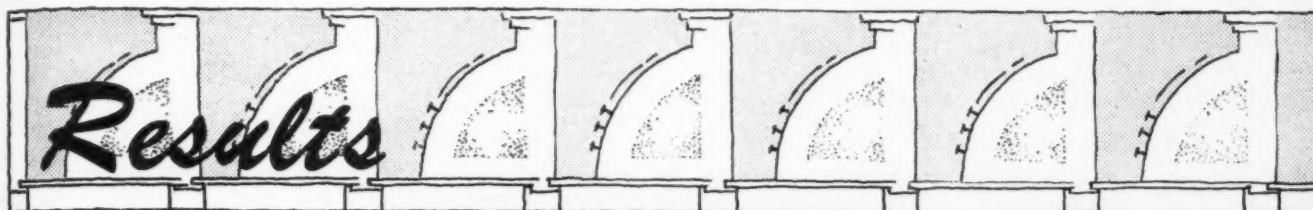
technical information in four manuals carried in a special briefcase.

Two technical manuals, "Radioactivity Well Logging Handbook," and, "Packer Handbook," contain technical information about Lane-Wells products and services, plus the necessary data to help the sales engineer apply the information to the well owner's problems.

The second two manuals are the "Sales Engineers Manual," and the "Price Book." The "Sales Engineers Manual" contains an outline of the



**in 7 out of 10 Greater Cleveland homes**



**that are quick, certain and conclusive**



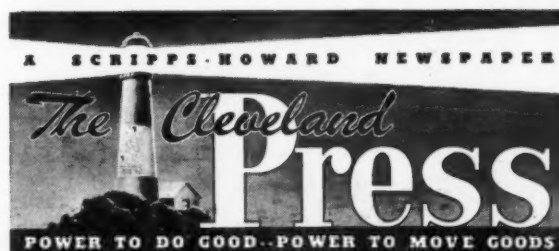
**for quick, accurate check of results**

In The Cleveland Press, you get all of the three R's—readers, results and research. This powerful newspaper not only gives you advance confidence of positive results but also maintains elaborate research machinery to give you a quick, accurate and conclusive measurement of those results.

Here, "research" means research, with the accent on the search. It never means ancient statistical hash or dressed up merchandising service. Scientific consumer research and up-to-date statistical analyses conducted by and for this newspaper cover almost all actively advertised product classifications.

Repeated Home Inventories, Annual New Car Sales Analyses, Annual Liquor Sales Analyses, Semi-annual Grocery Distribution Studies, the continuous Cleveland Consumer Panel and special analyses of other classifications are typical of a research program that is outstanding in the media field.

Furthermore, all of this research is made for you, the customer. It is not cluttered with sugar-coated sales material. Your good will, plus our dominant coverage and advertising pull are all we need to sell alert advertisers like you on the extra value of this newspaper.





sales engineer's duties and responsibilities, proper sales procedures, sales forms, and suggestions for handling typical sales situations and unusual problems.

Our "Price Book" is an effective sales tool. It keeps, properly indexed for ready reference, up-to-date information about prices and price policy on each of our services and products.

To keep our field force up to the minute on new equipment and new sales situations, we publish a monthly, confidential Sales Round Table. It contains such information as cases of satisfied and dissatisfied customers;

new and unusual applications of services and equipment; product engineer-information; sales tips; recognition of outstanding sales accomplishments of individual sales engineers; and explanations of our current advertising campaigns. The latter include pre-prints of advertisements for the next month, and inform men in the field about announcements to their potential customers.

The sales aids described thus far are designed to help the sales engineer up to the point where he contacts a customer. To bolster and illustrate his presentation, we provide him with

a variety of mechanical aids.

To clarify and simplify the sales engineer's presentation of such devices as our packers and bridging plugs, he carries working models that demonstrate their exact operation. He has been given special training on how to make effective use of such aids in his presentations.

The gun perforating equipment of the company is the largest division of our business, the service for which we are most widely known. It makes up the largest share of our selling effort, and has led to the development of some interesting sales aids.

The original "shot heard 'round the world" demonstrated that bullets would do this job, something that had been tried but without success. Since then, gun perforating has been made a precision tool with many types of bullets, explosives, charges, guns, ignition, etc., to meet different situations. A new gun which perforates casings without a bullet by the employment of a high velocity force has recently been added to the line, further expanding the field of special applications.

#### Equipping Salesmen

Each sales engineer is equipped with a display board showing types of bullets, with explanations of their functions. The engineer has cutaway chambers to illustrate the adaptation of different bullets and explosives to varied situations. He has cutaways of shaped charges which help to explain the nature of the charge and how it can make a perforation without a bullet.

He actually can fire a bullet or a shaped charge through a surface sample of the customer's well casing to demonstrate what he has explained and clear up any remaining doubt. Naturally, the big question in many sales is that of the well owner who says, "Yes, that is very interesting—but how do I know that you can do the job for me?"

Each sales engineer, therefore, carries a test gun selection with which he actually can fire a shot and perforate a test specimen for the doubting prospect.

We have found small slide projectors very effective as sales aids, particularly to illustrate the type of curves obtained in radioactive well logging. This service gives the well owner a diagram of the inside of his well from surface to total depth by charting the radioactivity of soil and rocks.

We also make good use of slide projectors, color-sound films, flip boards and large scale charts in



### Sales Managers . . . Ad Men . . . Sales Promotion Men . . .

**VISI-KIT** is one of the best sales presentation binders we have produced in nearly 40 years of specialization. Hinged **TRANS-VUE** pockets take photos, proofs, drawings, specs., display matter, back to back; deliver quick, clear, pre-planned presentation. Visi-Kit **NEVER** fumbles, never forgets, never muffs the punch-line; **ALWAYS** tells complete, accurate, dramatic story the way **YOU** want it told. Sturdy, compact, dignified and . . . **EASY** to use. Quickly saves its cost in non-spoilage of sales material alone.

*Send for  
Free Folder  
and Prices*

*Burkhardt*

Burkhardt Bldg., Larned and Second, Detroit 26  
BINDERS TO AMERICAN BUSINESS

# *What Every Advertising Executive Should Know*

When you put U.S. News & World Report on your company's advertising schedule, you can now attach this comment to your recommendation—

"Recent study\* made by Benson & Benson, Inc. shows that

## 57%

of subscribers to U.S. News & World Report do *not* subscribe to any of the other five magazines in the news weekly or business management field.

"And those who *do* subscribe (together with one of the other five magazines) vote

U.S. News & World Report

'MOST USEFUL IN MY WORK'

by ratios of from 5 to 4...to...14 to 1."

\*Complete, detailed  
report on request

*America's Glass* **NEWS** Magazine

Circulation guarantee 350,000

Bonus: 25,000 average for the year 1949

## U.S. News & World Report

WASHINGTON

★ *USEFUL NEWS FOR IMPORTANT PEOPLE* ★

("Knowledge Is Power")

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'MOST USEFUL IN MY WORK'

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\*Complete, detailed  
report on request

*America's Class* **NEWS** Magazine

Circulation guarantee 350,000

Bonus: 25,000 average for the year 1949

## U.S. News & World Report

WASHINGTON

★ *USEFUL NEWS FOR IMPORTANT PEOPLE* ★

("Knowledge is Power")

NEW JERSEY'S FOURTH LARGEST MARKET



## BAYONNE CANNOT BE SOLD FROM THE OUTSIDE

You've got to put 'em right over the plate or you won't sell the hard hitting Bayonne Market. The Bayonne Times wins in the home park every day with a .760 batting average and 93% for the circuit (home delivered). Send for the TIMES Market Data Book.

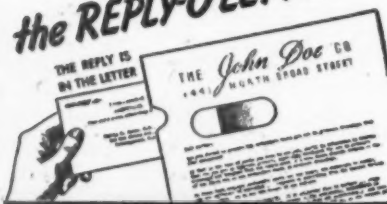
## THE BAYONNE TIMES

NATIONALLY REPRESENTED BY  
BOGNER & MARTIN  
295 Madison Ave., N. Y. • 228 N. La Salle St., Chicago

## F. W. DODGE CORP.

uses

the **REPLY-O LETTER**



Write to the  
**REPLY-O PRODUCTS CO.**  
150 WEST 22nd St., NEW YORK 11

group meetings such as college engineering classes, technical societies, company engineering staffs and other assemblies where the telling of our story constitutes indirect selling. At college presentations there is no particular customer to be sold, but eventually any one of these students, technicians, or company specialists may be in a position to specify some of our services or products. When this time comes he will understand them through information obtained at such a meeting. So our sales engineers are quick to accept requests for demonstrations.

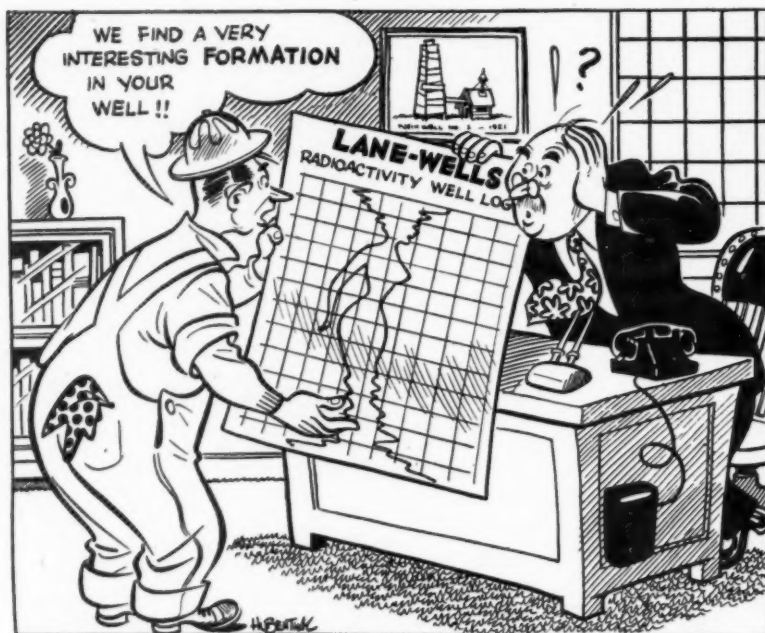
"Well, I'll have to submit this to

When a sales engineer calls on a prospect and finds him out, he leaves a humorous cartoon-type postcard. It inspires a smile or laugh and carries a short message from the sales engineer. Such cards can be mailed as in-between-calls reminders.

### Preliminary Research

In developing sales aids, we depend largely upon field trips of sales executives, and reports of sales engineers explaining difficulties in explanation, and suggesting models, charts, graphs and other devices to simplify their work.

These suggestions are carefully



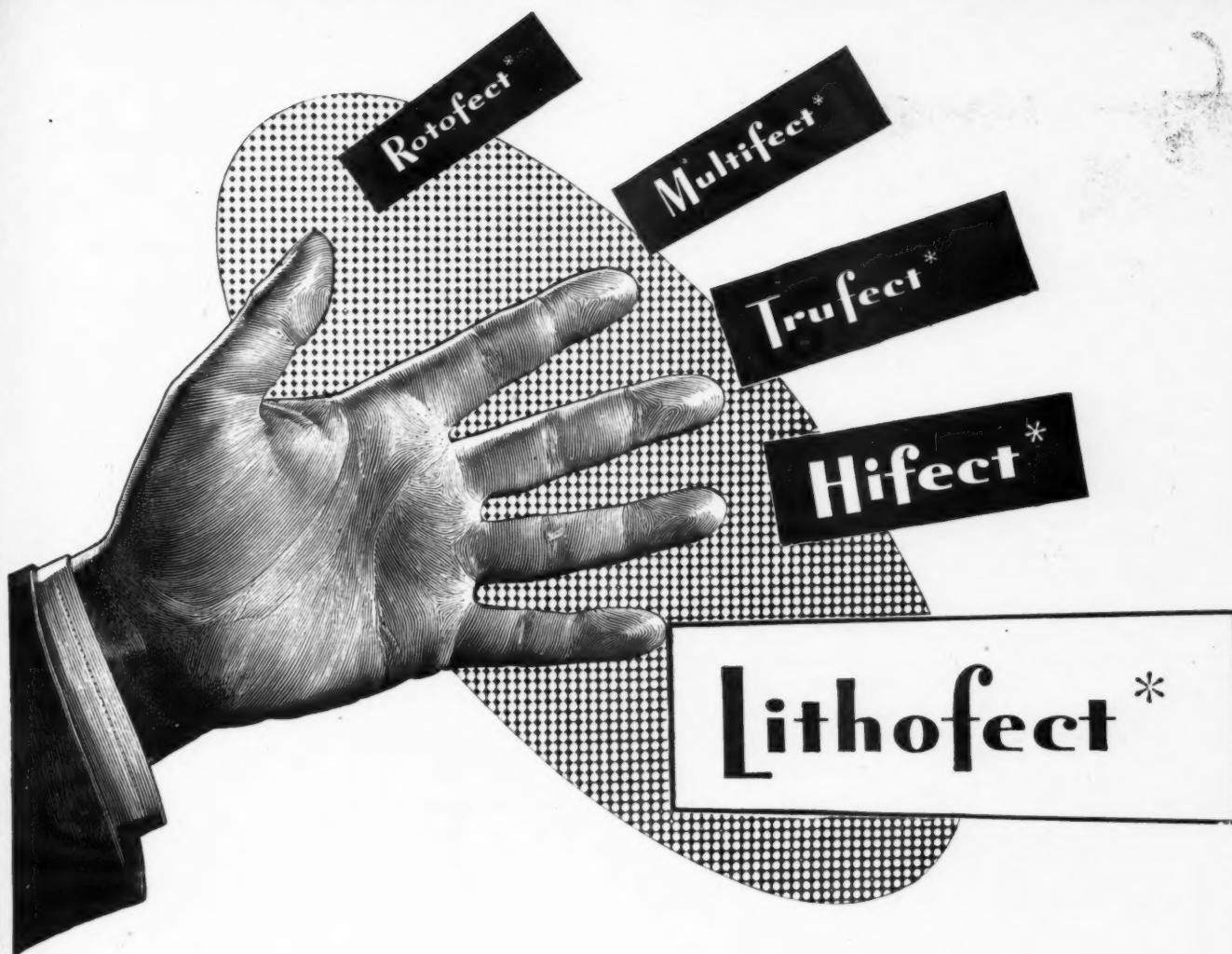
**BELLY LAUGHS FOR ENGINEERS:** Sales engineers get prospects attention with cartoon-type postcards. They may write, "Don't let me high pressure you, but this is the day you figured you would have that data on Holy Jumper No. 3. . ."

the board of directors," or "Let me think this over and let you know later," are typical remarks made by prospects to our sales engineers at the conclusion of their sales presentations. In such instances, we want the prospect to have the Lane-Wells story at his finger tips as a memory jog. To help the prospect re-tell the Lane-Wells story to a higher authority in his company or think it over himself, the Lane-Wells sales engineer leaves with the prospect an attractive binder containing explanatory data, bulletins, price lists, and even book matches carrying capsule messages outlining the principal applications of our services and products.

Lane-Wells equips its salesmen with another way to remind the prospect of our product and service story.

weighed from such standpoints as practicability and use. A practical sales aid may not apply to enough situations to warrant its being carried, and one that is needed for steady demonstrations must be worked out in practical form. This requires further research and engineering.

Sales aids of the working model and cut-away types are developed by our engineers and constructed in our machine shops. They often involve a good deal of time and money. These elements are only a minor consideration in such developments. We know that if the particular aid helps sell in enough situations it is well worth its cost. Our sales aid policy is continually bearing fruit in well-informed prospective customers and increased sales.



## ANNOUNCING LITHOFECT\*

... one of the finest coated papers ever made for offset printing

Silken, mirror-smoothness...brightness that snaps, sings, sparkles! It would be hard to find another offset paper to equal the magnificent beauty and superb quality of this newest Levelcoat\* paper. In Lithofect, you've found a paper fashioned with infinite precision to give offset printing an exciting new sharpness. With exceptional pick resistance and fast setting time, this new Lithofect also sets the standard for offset printability. Rich, solid blacks in

monotone, and smooth glossy color prints are rendered without loss in density. The Lithofect base sheet, made with new LongLac fibers, is so strong that base sheet failure is unknown. Indeed, performance on the press reaches a new high in dependability with this great new paper. Now... look first at Levelcoat—the completely balanced line of distinguished printing papers. Ask your Levelcoat paper distributor for samples.

GIVE YOUR PRINTING THAT LEVELCOAT LIFT



LEVELCOAT\* printing papers are made in the following grades: HIFECT\*, TRUFECT\*, LITHOFECT\*, MULTIFECT\* and ROTOFEET\*.

KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN

\*T.M. REG. U. S. PAT. OFF.

OCTOBER 15, 1949



## Tips



**The Right Test Market:** Having trouble finding it? "Newspaper Market Testistics" will point the way. It's a study of eight important requirements of a good test market

made by *The Roanoke Times* and *The Roanoke World-News*. Copies available from Times-World Corp., Roanoke 10, Va.

**Don't Let Your Ads Fool with Uncle Sam:** Advertising referring to the U.S. Government should be cleared with the appropriate Government department in advance of use, according to a report by the National Better Business Bureau, "Reference to Federal Agencies in Advertising." It discusses latest policies of the National Bureau of Standards, the U.S.

Department of Agriculture, Food & Drug Administration, Public Health Service, the White House, among others. Write The National Better Business Bureau, Inc., Chrysler Building, New York 17, N. Y.

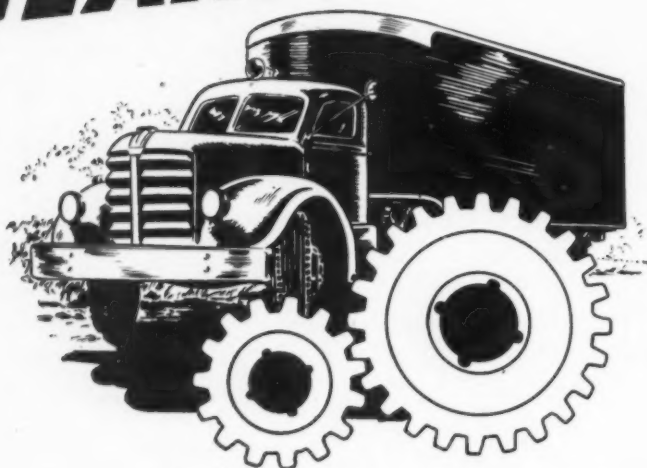
**Appleton, Wis.:** The *Appleton Post-Crescent* has readied its second annual consumer buying habit study of this city's Zone Market. It's a study of the what, when and where the people buy and who they are . . . their income levels, occupations, the kind of homes they live in, etc. Sampling and interviewing procedure was directed by Dr. Charles L. Allen, assistant dean and director of research, Medill School of Journalism, Northwestern University. For copies, address David A. Lindsey, Manager, General Advertising, *Appleton Post-Crescent*, Appleton, Wis.

**Upper Midwest Food Sales:** It's a billion - dollar - a - year grocery products market. Two University of Minnesota professors of economics and marketing have made an analysis of where, how, and to whom food sales are made. A specific market, it requires special attention to selling, merchandising and advertising in it. It has only three metropolitan centers and is predominately rural; food wholesalers are spotted throughout. Write the Secretary, Twin City Food Brokers Association, 1954 University Ave., Room 6, St. Paul W4, Minn.

**For Sales Managers and Their Salesmen:** *The Grand Rapids (Mich.) Press* has published three maps as guides to the Grand Rapids market. Two of them show actual positions of wholesale and retail drug stores, grocery wholesale and chain store headquarters, independent stores and super markets. The third map indicates the downtown shopping center and the primary and secondary shopping centers of the city. Copies are available from *The Grand Rapids Press*, Grand Rapids 2, Mich.

**Service Station Marketing:** For up-to-date factual information on the automotive service industry, check over the question-and-answer report just released by *The Gasoline Retailer*. In three sections, it deals with the over-all automotive service industry, gives data about the gasoline service station portion of the industry, covers marketing within the gasoline service station field and the buying habits and methods of purchase used by each type of service station. Write *The Gasoline Retailer*, 480 Lexington Ave., New York 17, N. Y.

## GEARED!



... to Move Goods in New Orleans

**YOUR** powerful mover of goods in the New Orleans area is geared—it's the famous geared combination The Times-Picayune and New Orleans States!

They're your heavy-hauling, known result-getters . . . with the special advantage that (like gears!) they move in different directions!

Circulation-wise, for instance . . . you find an uncommon minimum of overlap between this morning and evening pair (15.2% by carrier record) . . . You reach different prospects, and you reach more prospects . . . you reach all the prospects!

You keep the tonnage rolling . . . effectively, and without waste . . . this geared, sales-influential, one-cost way! . . . Jann & Kelley, Inc., will tell you today how to climb into the driver's seat in the ten-ton New Orleans market! . . . Ask for the geared facts!

TOTAL CIRCULATION  
M. & E. . . . 270,636 Sunday . . . 281,710  
3 Months Ending March 31, '49  
Milline Rates as Low as 1.88 M. & E.—1.95 Sunday

*New Orleans*

**TIMES-PICAYUNE and STATES**

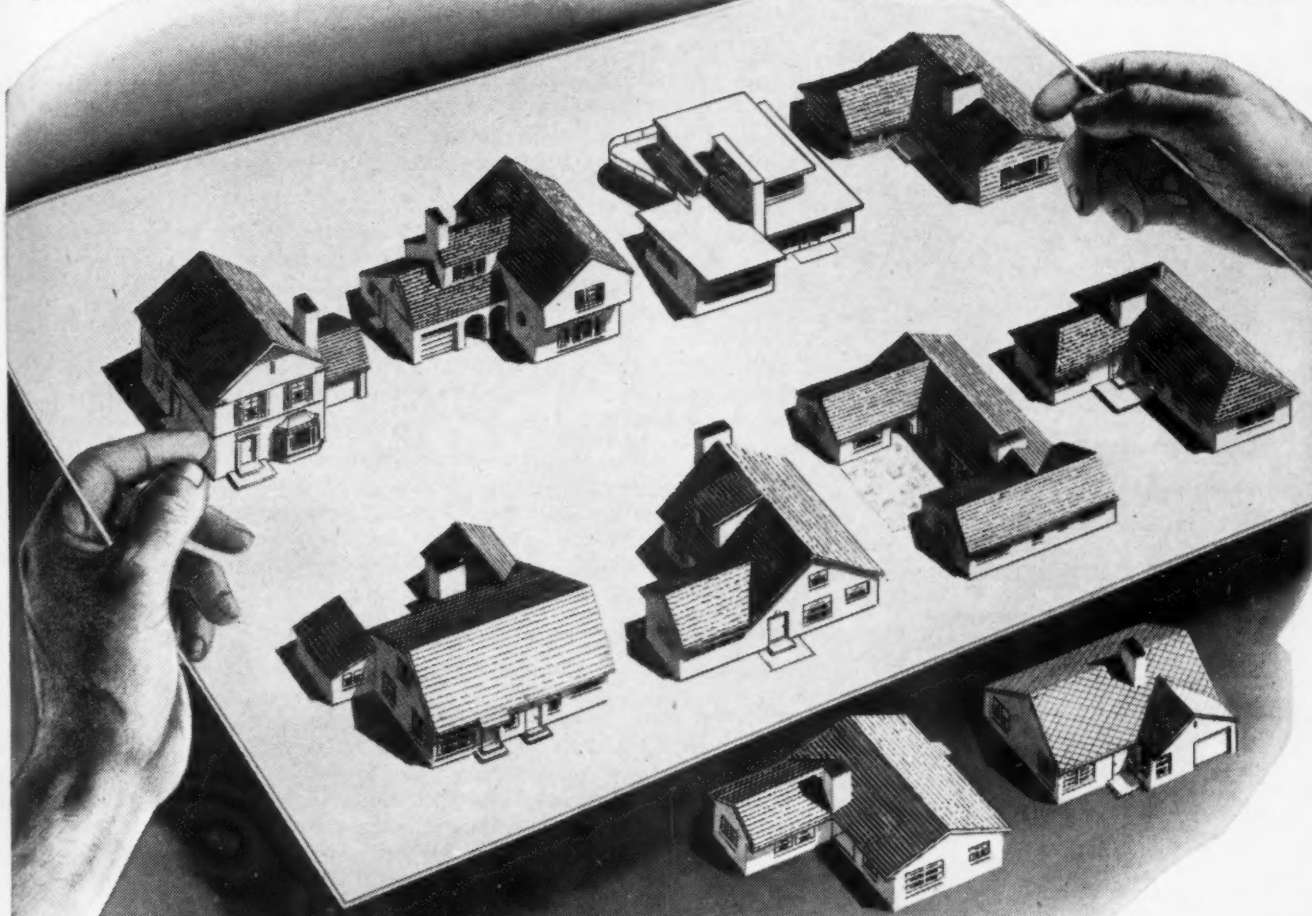
GEARED TO SELL THE NEW ORLEANS MARKET

Moving in different directions!



# COVER 8 OUT OF 10

## SEATTLE HOMES WITH THE TIMES ALONE



that's why **ONE** does it - in **SEATTLE**

DON'T MISS THIS AMAZING MARKETING OPPORTUNITY! ONE medium alone—The SEATTLE TIMES—can win the rich Seattle market for you. It's performing this job for hundreds of alert advertisers right now. It will do the job for you—when you concentrate frequent advertising in The SEATTLE TIMES. The TIMES reaches 8 out of 10 Seattle homes. Such complete saturation cannot fail.



### THE SEATTLE TIMES

Represented by O'MARA & ORMSBEE • New York • Detroit • Chicago • Los Angeles • San Francisco

# NEW MARKET MAP

Up-to-date detailed information covering Fort Wayne and the 13 counties comprising its retail trading area. Of interest to all who are interested in sales. Write for a copy.

Home Coverage: 99% of City Zone Plus  
43% of Retail Trading Zone

**The  
News-Sentinel**

**FORT WAYNE, INDIANA**

Allen-Klapp Co., New York—Chicago—Detroit

**Pull in your SALES**



WITH

**Pioneer QUALATEX**

**"FLOATING BILLBOARDS"**

Go out and drag in the profits with this hard-hitting, selective media. Readership guaranteed—buying response immediate.

Pull in sales out of any area, city-large or hamlet-small. Pioneer "Floating Billboards" attract octogenarians or teen-agers, are printed in non-fading, non-cracking pigments. Boost your profits with these sales-makers. There's a size and type for your advertising budget. Write our Ad-Service Department today for samples, prices, full information. The Pioneer Rubber Company, 109 Tiffin Road, Willard, Ohio.



# Shop Talk

## Time Out

I'm polishing off this "Shop Talk" column just before I shut up shop for a three weeks' vacation, and I feel somewhat like a fire horse whose nose is being turned away from a promising plume of smoke.

We've put so many interesting assignments on the assembly line for the issues of SALES MANAGEMENT to come out in November, December and January that I'm itchy to see how some of them pan out. There are several now in the raw ore stage, that I can tell you about.

One is a fine study made by McCann Erickson on the market for automobiles. (Coming Nov. 1.) Another is the second article in the Lionel Moses series on merchandising national advertising; this one's called "Adventure with a Baby Carriage." (Also Nov. 1.)

In the November 10 issue you'll find one of the best articles SM has ever carried on how to select an advertising agency. Before I take off I hope to have a quick look at an article on what you can do with a small advertising appropriation. Our San Francisco editor is awaiting final tabulations of results on a Coast campaign on trade-in-your-old-gas-stove. One of our New York reporters is back from a trip to Schenectady to gather the facts for a story on GE's electrification-in-industry program. A personnel expert is outlining three articles on how to spot and train potential executive talent within your own organization.

As my favorite 12-year old used to say to me, when I visited his home during the red-point days of the war, "Hurry! We're going to have meat!"

## What Are We Saying?

Our selling vocabularies need some de-lousing.

For one thing, it seems to me that in attempting to encourage planned, positive and constructive action on the part of salesmen, the analogies we use and some of the words and expressions that have crept into our sales department lingo are tending too much to emphasize attitudes of belligerence. And if we truly believe that the highest type of salesmanship is the kind that is based on attitudes of helpfulness to the buyer, all this fight-talk is bad.

I am moved to do this piece for "Shop Talk" because I've just finished reading the newest revised edition of what I regard as one of the best standard college texts on salesmanship: "Textbook of Salesmanship" by Russell & Beach. (Fred Russell, incidentally, was my professor at the University of Illinois in courses on advertising.) One paragraph I underlined, as I read, was this:

### Selling Need Not Be A Battle

"Terms suggesting battle, such as ammunition, attack, armor, defense, barrage and retreat, are often used in speaking of selling. It is admitted that certain types of specialty selling are similar in some respects to small skirmishes, with the salesman and the prospect opposing each other. The salesman will do well, however, to keep this conception of his work as much as possible in the background, for it is not conducive to the right viewpoint—that of helpfulness to the buyers."

If we continue to use battlefield terminology in our daily discussions of selling, we are helping to fix in the minds of salesmen a picture of a sale as a situation in which man is pitted against man, rather than a situation in which two people are working harmoniously and intelligently together to solve a problem of want or need. It doesn't seem to me to be a way to lift the professional level of selling.

Another word has come strongly into our vocabularies in the last 18 months or so—a word I dislike so much there's a taboo on its use in



SALES MANAGEMENT copy. That's the word "pitch." Even a fleeting second thought will bring realization that this word comes down to us from the old-time mid-way and sidewalk "pitch-man," blabbing about quack hair-growers and patented potato-peelers. Every connotation of the word is phoney. Why do we go on using it?

In our struggle to develop a vocabulary which will be useful in helping salesmen to analyze successful techniques in selling, we have made some unfortunate choices of words, too. I cringe every time I hear a man use the expression "trap close." We can't work too fast in reading this one out of our language.

Who wants to be caught in any kind of trap? At least at the moment I'm not going to argue the merits of the particular technique of closing a sale which is referred to by the expression "trap close." But if I ever hear a salesman who has sold me anything describe the deal as having been concluded through the use of a "trap close," I'm mighty sure he'd never get another order.

About the time the "pitch" virus bit us, the word "gimmick" came into our vocabularies. This one's even attained the dignity of appearance in the new Random House dictionary. But Random House carefully labels it "American slang." It means, they say, a "device by which a magician or carnival pitchman" (Again!) "works a trick."

Now, another second thought. Do we want to continue to go around saying "We have a brand new gimmick in our sales promotion this year," or "The gimmick in this demonstration is . . .", or "The gimmick that caught the buyer's attention was so-and-so . . ."?

There seems to be no need to labor the point. Because of the activities of the lunatic fringe in selling, the whole field suffers loss of dignity. There is too little understanding of selling in the public domain. We shall never succeed in having selling recognized as a profession merely by speaking of it among ourselves as a profession. We must demonstrate that we are professional by acting like professionals.

If we are to act like professionals, the first thing we can do is to police our vocabularies so that we do not circulate among our fellow men spreading impressions, through speech, that most selling is only a presentably-attired racket.

While the first and most obvious thing to do is to kill off the words and expressions that smell as bad as hydrogen sulphide, there's another field to explore: the deliberate building of a vocabulary of specific, picture-making words to describe our own product or service, words to replace extravagant and trite generalities like "wonderful," "beautiful," "great" and so on. You and I have, time and time again, heard the word-impoorished salesman who endlessly repeats himself on these words dismissed as a "hot air merchant." What is meant, of course, is that the man is neither believable nor convincing. If he takes refuge in such generalities, we sense, somehow, that the *specifics* in values that would make the merchandise attractive to us must be missing.

In our sales training sessions many of us spend a great deal of time discussing the process of sale-building. We seek unity and coherence in the development of the presentation. We stress the need for the well-rounded type of salesmanship which leaves no bases uncovered.

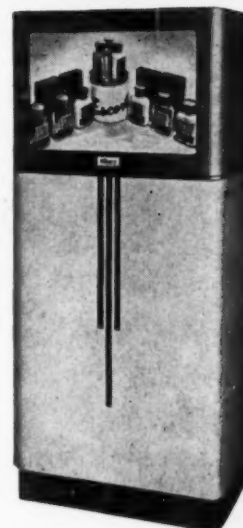
But the basic tools of which all these things must somehow be fashioned are words. The words we choose are first of all a reflection of the extent to which we have progressed in the direction of making selling a profession. Beyond that they are the medium through which we either make clear, or fail to make clear, the values in what we sell. In the last analysis we can't sell goods by smoke signals, sign language, or expressions that are weak in conveyance of meaning.

For the salesman who wants to learn to be a better salesman, words are a great field for exploration.

**A. R. HAHN**  
Managing Editor

## Promote YOUR PRODUCTS AND SERVICES AUTOMATICALLY

**30**  
**2" x 2"**  
**color**  
**slides**  
**are**  
**magnified**  
**upon the**  
**large**  
**ADMatic**  
**cabinet**  
**screen**



ADMATIC automatically exhibits sharp, clear pictures or copy messages every six seconds even under bright over-head lights. Fool-proof, long life, sensibly priced. A "Natural" for point-of-sale promotion. Synchronized sound attachment available. Write for circular S-10 and price.

**ADMATIC PROJECTOR COMPANY**  
111 West Jackson Blvd., Chicago 4, Ill.  
ADMATIC OF CANADA, 69 York St., Toronto

## ONE CALL



## FOR ALL

**RIVER RAISIN**  
**DIMENSIONAL**  
**DISPLAYS**

From  
the basic idea  
to the finished Display.

**RIVER RAISIN PAPER CO.**  
DISPLAY DIVISION • MONROE, MICH.

For  
Pullorum Disease  
Coccidiosis  
Fowl Cholera  
Coryza

**SULMET\*** Lederle  
SULFAMETHAZINE

One drug for highly effective treatment of four major poultry diseases.

SULMET Sulfamethazine SOLUTION for use in the drinking water... SULMET Sulfamethazine POWDER for mixing in the mash... Figured in terms of cost per bird treated, a surprisingly moderate priced drug.

SULMET gives almost complete protection against losses in outbreaks of cecal coccidiosis, and infected birds become immune to the disease.

SULMET is highly effective for quickly controlling outbreaks of coryza (cold) in chicken flocks.

SULMET reduces death losses in outbreaks of pullorum disease in baby chicks, in outbreaks of acute fowl cholera in chickens, turkeys and ducks, coccidiosis in turkeys and ducklings.

Wonder worker that this sulfa has proved itself, it is highly important for best results that it be used promptly and properly. When disease strikes, act quickly... death losses are cut... birds return to normal feeding... little or no stunting follows... time and labor are saved.

We will gladly send free, upon request, our book "Control of Poultry Diseases" which has been widely and favorably commented upon by leading scientists and poultrymen.

Poultry Department  
**LEDERLE LABORATORIES DIVISION**  
AMERICAN CYANAMID COMPANY  
30 ROCKEFELLER PLAZA NEW YORK 20, N. Y.

**LEADERSHIP:** Lederle's large scale use of full page, color advertisements in a large list of farm publications was closely tied to personal sales calls.

On the farm when an animal or chicken is sick, chances are the farmer will reach for a bottle of Sulmet as you or I would reach for a bottle of aspirin. Sulmet Sulfamethazine Lederle is one of the "sulfa" drugs which is widely used in the poultry and livestock fields. It is effective against diseases which plague the farmer's livestock and cut into his profits.

Lederle long has been well established in the drug manufacturing field, with a line of products for animals as well as products for human use. Before the pioneer step about two years ago to bring out sulfa products for animals, the company's management made a careful analysis of the market. It appeared that the large broiler raisers would gain greatest benefits through use of the drug for their flocks. Accordingly, initial ad-

**BY AUSTIN J. DALY**  
**Advertising Manager**  
**Lederle Laboratories Division**  
**American Cyanamid Co.**

vertising was directed toward this highly concentrated group within reach of specialized publications. Within a few months, this market had been won over.

The smaller flock owners look to large poultry farmers for leadership. However, the market made up by this group was also cultivated through full pages in color in national and regional farm publications. The combination of color and full-page space, practically blanket coverage, created a stir in the agricultural market. In support

## Saturation Advertising Wins Market For Sulmet

With the aid of big splash advertising in 77 national and specialized farm publications, Lederle Laboratories in two years has won national distribution, created consumer demand, and produced re-orders for its sulfa drug.

of the consumer campaign there was an extensive program in professional and business papers, designed to reach every veterinarian, feed store, drug wholesaler, and the 5,000 United States drug stores that handle veterinarians' prescriptions.

As soon as the initial advertising campaign broke, Lederle's special veterinary sales force, working out of 10 regional offices (divided into many districts), were out with the new line. The work of these men falls into two categories. One, which might be called promotional, consists of calling on agricultural county agents, vocational agricultural teachers, heads of large ranches, dairy farms, poultry farms, and milling firms, to acquaint them with the use of Sulmet. Their sales work is to call on veterinarians and such outlets as drug stores, feed and

# De-Bunking

## Publishers' Surveys

In the August 26, 1949, issue of **PRINTERS' INK**, Mr. C. B. Larrabee, President and Publisher, made the following statement in a signed editorial titled "HOW MANY PUBLISHERS' SURVEYS ARE BELIEVABLE?"

"I have never quite understood the thinking of the publisher who gets out the survey that is planned from the beginning not to uncover facts useful to the prospect, but to dig out those parts of the facts that are useful to the publisher."

"This is a fallacious practice on the face of it. In these days space buying is a lot more scientific than it used to be. The people who buy know a lot about research. They understand something about loaded questionnaires, the trick question, the phony interview. They can spot all of these slick tricks at 40 paces. Yet publishers continue to spend thousands and thousands of dollars promoting surveys that are received with skepticism and boredom."

We agree with Mr. Larrabee. Surveys are too easily rigged in the best interests of the party of the first part. Because of that, many of them are *misleading, deceptive, unreliable and un-*

*ethical*. Perhaps it is natural for any publisher that makes—or has made—a survey to frame the questions to get the answers he wants. Here is an illustration. The following hypothetical survey could have been made by a research organization that sent men into the field to get personal interviews, which, *according to them* was the *only sure and accurate* way to get the facts.

### THE INTERVIEW

"Good morning, Mr. Jones, my name is Brown. I represent THE PROP magazine. You read it, of course." (Mr. Jones is flattered. He answers "yes.")

"I'll bet you read PROP from cover to cover." (More blarney. Again Mr. Jones answers "yes.")

"Wasn't that story about 'Women In The Air' a revelation?" (That one asks an opinion. Mr. Jones—to appear wise—agrees with Mr. Brown.)

"What did you think of our technical article on Rockets. It

created a great deal of favorable comment?" (Another opinion question. To stay in line with all the "favorable comment" Mr. Jones said he liked it, too.)

"Of course you subscribe to other trade journals." (Since Mr. Brown said he did, Mr. Jones didn't contradict him.)

"But PROP is your favorite." (Another affirmation agreed to by Mr. Jones.)

Mr. Brown—by *asking* and *answering* his own questions—has now established through an *impartial and disinterested* survey that THE PROP is Mr. Jones' favorite trade journal.

Multiply this routine by 1,000—10,000—100,000—and THE PROP *can't* lose.

This *proof* of READER PREFERENCE is now disseminated *through* the press, *through* the mails and *by* the publishers' salesmen.

Its purpose is to *prove an untruth* and thereby lure advertisers and space buyers into buying space.

### IT WON'T WORK

You cannot build *facts* on misrepresentation any more than you can build *truth* on lies.

It is fortunate for publishers who are on the level that advertisers and space buyers know it.

Let Aero Digest's representative tell you more about the only magazine that has been serving the Aeronautical Industry exclusively for twenty-eight years. Address 515 Madison Avenue, New York 22, or phone PLaza 3-6969.

(Advertisement)



**Are you getting  
all you want of the  
\$250,000,000  
(ANNUAL BUYING)  
GOLF MARKET?**

Get full facts from  
**GOLFDOM**  
JOURNAL OF THE WHOLE BUSINESS

**GOLFin**  
NATIONAL PLAYERS'  
MAGAZINE  
Chicago 5

NEW YORK • ALBRO C. GAYLOR  
WEST COAST • ROY M. McDONALD CO.

FOR DETAILS  
REFERENCE DATA  
\$2.50  
POSTAGE PAID  
MARKET DATA  
BOOK NUMBER

*The Gift for Kings  
and  
YOUR CUSTOMERS*

**MARK TWAIN  
Epicurean FRUIT CAKE**

Impress, delight your important customers with the finest fruit cake money can buy. Master bakers made it of imported rum, fruits, nuts, spices, other "extra select" ingredients. Stays fresh for years. Beautifully gift-wrapped, packaged in colorful tin with scene of Mark Twain country. Just send list, include personal cards if you like. Christmas delivery guaranteed.

5 lb. cake \$6.25 (incl. postage, tax) on customer gift plan. Even lower price for 100 or more (advise quantity). Order today . . .

**ZIMMERMAN'S BAKERIES  
HANNIBAL 4, MISSOURI**



**See page 33  
for information  
on new  
SALES MANAGEMENT  
market data  
now available**

other farm supply stores, and the wholesale organization in this field.

Cultivation of the animal market followed closely after the entry into the poultry field. To reach dairy and beef cattle farmers, wool growers, swine herdsman, and horse breeders, four-color pages in national farm magazines are being used, supplemented by two-color and black and white advertisements in 77 state, regional and specialized farm papers in the United States and Canada.

An interesting sidelight is the extensive use of local media in support of Sulmet. There's a reason: Diseases of animals are more specialized and far more "local" than ailments of humans. Ducks, chickens and turkeys each have their own particular diseases. Diseases which afflict cattle in one area are likely to be somewhat different from those of another region. Through local media, Lederle is able to slant copy, to differentiate, for example, between the appeal to owners of beef cattle in Texas and those of dairy cattle in Wisconsin. Circulation of a magazine read by, let us say, sheepgrowers might be small in relation to that of other publications, but it permits a sharp-angle appeal without waste in advertising copy.

Copy addressed to veterinarians as a rule is on the technical side, a typical insertion covering the use of sulfonamide for treatment of swine, showing a chart of "Blood Concentration in Swine." In copy addressed to farmers, the line "Consult Your Veterinarian" usually appears. Yet, since there are not nearly enough veterinarians to minister to the needs of the country's farm animal population, the merchandising campaign must, in large part, be directed primarily to farmers themselves, because they do most of the "doctoring" of these sick animals.

#### Buying Habits

There is a slowly increasing trend toward distribution of animal remedies through drug stores. On the other hand, farmers are in the habit of buying many of their supplies from farm supply stores. This makes these stores important outlets for Sulmet.

"How to Use" literature is widely distributed. Dealers are supplied with direct mail pieces, point-of-sale aids, and newspaper mats. More than a million copies of a 28-page booklet, "Control of Poultry Diseases," have been distributed. Printed in red, black and white color inside, it has a striking cover in full color. In it is information about poultry ailments and their prevention. In addition, in tabular form, it has detailed instructions

on raising chickens and turkeys. Another table gives recommendations on the use of vitamins. The book is widely used as a textbook or reference book by teachers in vocational and agricultural schools.

Though dealers have attractive specimens of literature which, if they wished, they could mail to farmers, Lederle does not recommend this as a general practice. There is widespread practice among both national and local advertisers to have rural postmen deliver sales literature to "every farmer on the route." As a result, many farmers are deluged with literature. Thus, Lederle's literature is likely to be distributed at the point-of-sale or by salesmen in the course of their promotional work. Lederle has experimented within the past year in distribution to key farmers of its principal pieces of literature on poultry and diseases of large animals.

#### Type of Salesmen

Salesmen in the Animal Products Division are college graduates, most of them from agricultural colleges. All of them are specially trained for their jobs. Like others who sell to the farm market, they rely heavily on personal contacts and make it their business to attend meetings, fairs, etc.

To educate farmers and others in the use of the company's sulfa drug products for animals, Lederle has produced a 16-mm color sound film, "Sulmet Sulfamethazine in the Treatment of Livestock Disease." During the first six months of 1949 there were 600 showings. Each district manager has a print. The film is also available on loan from Lederle's film library in New York City. Two other films are available from the same source: "Newcastle Disease" which affects poultry; "Modern Control of Poultry Diseases" which covers the use of sulfa drugs and other products for prevention or treatment of poultry diseases.

Sulmet is packaged in solution form as well as in powder form, in containers of various sizes. The powder packages range from quarter-pound to 100-pound units.

It is apparent that Lederle has applied the same forceful merchandising program in support of its sulfa preparations for farm animals as would benefit products designed for human consumption. This colorful, large-scale promotion, for a sound product, well tested in advance, has done three things: (1) Almost overnight it achieved nation-wide distribution; (2) it created an immediate consumer demand; (3) it has kept re-orders at an exceptionally high level.

# Promotion

## The Dummy at Seventeen

... It's the dummy that made good. *Seventeen* is in the throes of celebrating its fifth anniversary. To point up its spectacular success in half a decade of publication, the magazine offers a special birthday package. Inside is a copy of the current birthday issue and also "The Dummy That Made Good." This is a 44-page dummy of the first issue of September, 1944, and is dramatic proof of the clear, almost prophetic thinking which went into the magazine before it hit the stands with Vol. 1, No. 1. The dummy is rendered entirely in editor Helen Valentine's handwriting; below, on each page, in red pencil, is the noted results of her plans and ideas. Mrs. V. wondered, for instance, if advertisers would prepare special copy for *Seventeen*. The current issue shows that the majority of advertising is ex-



SEER . . . *Seventeen's* ed., Mrs. V., called 'em right. Her dummy issue proves it.

clusive *Seventeen* copy. The dummy brings out other significant facts: Many manufacturers have created special commodities for the teen-age market, as a direct result of *Seventeen's* success. Most notable commodity creations: clothes and cosmetics. Editor Valentine aimed for a circulation of 250,000. Today the magazine has passed the million-an-issue mark. The package has been sent to agencies, department stores and manufacturers. Supply is sharply limited because of demand. Write Estelle Ellis, promotion director, *Seventeen*, 11 W. 42nd St., N. Y., N. Y.

### Spirits Figures

*Liquor Store And Dispenser* has compiled distilled spirits consumption figures, by states and types, for 1948. Figures are available on request to industry members or their agencies from the publication at 205 E. 42nd St., New York, 17, N. Y. This study represents the first estimate of its kind attempted on post-war industry sales.



*"Great gobs of blubber, Nanook — we must buy this...and this...and this..."*



### Hibernating polar bears! Heed Daniel Starch:

*"Readership of individual catalogs in Home Owners' Catalogs ranks among the highest for this type of sales literature of any we have studied."*

Home-planners are hungry for specific buying information. *Your* consumer sales literature in Home Owners' Catalogs will give them your complete sales story as you want it told. Then, watch them buy . . . and buy . . . and buy!

Researcher Daniel Starch discovered that home-planners have the *last word* about the many things that go into their new homes. After literally devouring their Home Owners' Catalogs—they act!

See Dr. Starch's complete findings. His eye-opening report contains helpful and meaningful facts that can spell more 1950 sales for you! Write Dept. C.

## Home Owners'

### CATALOGS

119 West 40th Street, New York 18, N. Y.

F. W. Dodge Corporation's  
Consumer Catalog Distribution Service

*Announcing two of the most  
significant editorial projects of the year*

## **The New York Times**

### **Annual Review and Forecast**

#### **of U. S. Business Industry and Finance**

*with the issue of January 3, 1950*

### **Annual Review and Forecast**

#### **of International Trade and Industry**

*with the issue of January 4, 1950*

Only The New York Times, with its unrivalled world-wide news gathering organization, the biggest maintained by any newspaper or magazine, could undertake and carry through an editorial assignment of this magnitude—an authoritative and on-the-spot appraisal of the state of the national and international economy at the beginning of a new year.

Universal recognition of The Times skill and authority in covering such news completely, accurately, and impartially will make these sections must reading among policy-making leaders in business, industry, finance, and government.

The opportunity for advertisers who seek a top-level audience nationally or internationally, or both, needs no word embroidery. The editorial impact and significance of these sections will lend the advertising they carry unusual persuasiveness.

If you haven't already planned to include either or both of these sections in your 1950 advertising and public relations programs, you ought to get full information today. Any of our advertising offices will be happy to oblige, at your convenience.

## **The New York Times**

"ALL THE NEWS THAT'S FIT TO PRINT"

New York: 229 West 43rd Street  
Boston: 140 Federal Street  
Chicago: 333 North Michigan Avenue  
Detroit: General Motors Building  
Los Angeles: Sawyer-Ferguson-Walker Co., 645 South Flower Street  
San Francisco: Sawyer-Ferguson-Walker Co., Russ Building



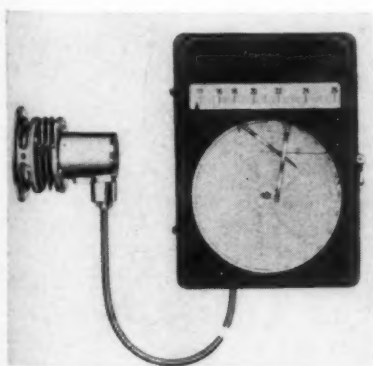


NEW DECORATING TAPE is available in eight colors and is washable and removable. Different colors and widths may be combined with ease.

## coming your way . . .

.....**dec-o-tape**, a self-adhesive striping, is designed to provide a colorful tile effect for kitchen, bathroom or any area of blank wall. It is easily applied and is removable, washable and re-usable. The material is available in three different widths and each spool contains 17 feet. Colors may be used in different widths of contrasting tape on cabinets, lamps, shelving and on gift packages. It is a product of the Meyercord Co., 5323 W. Lake St., Chicago.

The unit is mounted on the outside of the furnace or kiln, away from the hot zone, and picks up radiant energy emitted from the surface of the object under measurement. In this way, actual surface temperature measurements of the work are obtained, rather than the usual furnace atmosphere temperature. It is said that the Pyrovisor produces a 99% response to a temperature change within one second. The unit is manufactured by The Bristol Co., Waterbury 20, Conn.

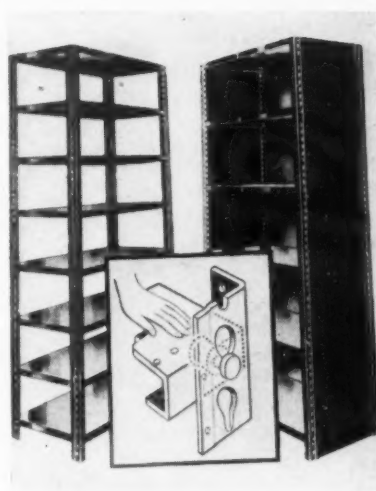


**RADIATION UNIT** is mounted on the outside of the furnace. It picks up radiant energy from the surface of the object measured and controls temperature.

.....**pyrovisor**, a new radiation pyrometer, indicates, records and controls temperatures up to 4000 degrees F. in furnaces and kilns.

.....**new movable steel shelving** may be assembled without tools. A special stud is said to save 60% of assembly time. The stud slips into a hole in the shelf and into a keyhole in the upright. The shelf is pressed down and the assembly is complete. The more the shelf is loaded the tighter becomes the grip. No nuts or bolts are required. This new construction feature is available in open and closed shelving, parts bins and counters. Made by Equipto, Division of Aurora Equipment Co., Aurora, Ill.

.....**coin-operated shaver** for restrooms offers six minutes of shaving for 25c. The revolutionary rotary shaver has been selected for this type of installation, its promoters point out, because of its



NO TOOLS are required to assemble this steel shelving. A special stud slips into a keyhole in the upright. All parts are 100% adjustable from the front.

clean, fast, smoothing shaving ability on long or short hairs; tough or tender skins; and its durability and service. Its round head shape requires no turning of the hand or repositioning of the wrist to give a close shave. The shaver is self-sharpening and self-emptying. The unit is encased in an attractive cabinet and even includes a germicidal lamp, shave lotion dispenser, mirror and shaving light. There is also an alarm to discourage enthusiastic users from making away with the shaver or attempting to steal the quarters collected in the coin box. Called the Norelco Electric Shaver, it is a product of North American Philips Co., Inc., and now is being assembled and distributed by A. H. Pitchford Co., 5 Craig Court, Pittsburgh.



IF YOU WANTED TO SELL WOMEN on cosmetics and perfumes, foodstuffs and household appliances . . . you'd start advertising in the women's service magazines. Because that's where mass-selling to women always starts. Proof? Among all the nationally marketed women's products, it's hard to find a single leading brand that is *not* advertised in one or more of these

women's service magazines.

There's power for you! The same kind of power that Esquire produces in the man-market—for selling shaving cream, pipes, cuff links, apparel, automobiles, beverages and a thousand other products. And remember, Esquire is the *only* national service magazine for men.

### WHY ESQUIRE (AT 50¢) HAS THE HIGHEST NUMBER OF READERS-PER-COPY OF ALL NATIONAL MAGAZINES

It's a "how-to-do-it" book. A "what's new, what's correct" book. One that offers its readers authoritative help and guidance in their day to day business of living. People don't read either Esquire or the women's service magazines *just* to kill time. They read page after page and section after section because they want to know how to *do*, to *act*, to *buy*.

Esquire selects, wraps up and delivers an audience unique in the history of advertising media. First: more than 750,000 men who lay 50¢ on the line every month—or six big, recession-size dollars per year. That's our all-time high in circulation. Then,

Esquire adds on about *ten extra readers* per copy (real, readers documented by solid independent research). That's a SEVEN-MILLION-READER MARKET . . . of a half-dollar service magazine.

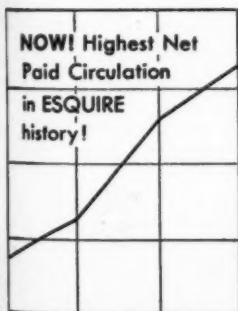
There's no other magazine like today's Esquire for the unique "tell 'em, sell 'em" *service* angle . . . no other with the same warm, personal relationship between reader and magazine. No other that so completely dominates the man-market.

It pays, and pays, and pays to advertise in Esquire, the *service* magazine for men!

**EXAMPLE:**

**Esquire Advertising  
Sells Sporting Goods!**

So you knew that Esquire was terrific for apparel, but never thought of it as a great market place for sports equipment? David T. Abercrombie Co. knows better! Ads selling "Heaterettes"—ingenious devices to keep hunters' hands warm—sold *more units per dollar* in Esquire than in any of the four other magazines on the list. Three were leading "outdoors" magazines, the fourth a great national weekly. Esquire beat 'em all! That's power . . . *service magazine power!*



1947 1948 1948 1949  
2nd Half 1st Half 2nd Half 1st Half

**NOVEMBER ISSUE**

**contains these features—and plenty  
more to please 7,000,000 readers**

**"WINTER, TOO, IS WEDDING TIME"**—The latest information for the Bridegroom and the Best Man on the knot-tying ritual.

**"THE PLATOON SYSTEM"**—Is It Ruining Football?—Coach Harvey Harman of Rutgers says "Yes." Famed Coach "Red" Blaik of the Army emphatically replies "No." Draw your own conclusions.

**"MAN'S TRIUMPH OVER THE PROSTATE"**—A perplexing medical problem frankly discussed.

★  
STANLEY FRANK—WILLIAM LINDSAY GRESHAM  
IRVING RAVETCH—A. S. GUTHRIE, Jr.  
THOMAS MORGAN

# Esquire...

## THE SERVICE MAGAZINE FOR MEN!



# Home Magazines Editorial Pages Cue Kyanize Paint Sales Plan



*"I found my Color Scheme Idea in a magazine... matched the paint colors this easy Color Recipe way!"*

I found a perfect room color scheme in one of the magazines. That's for me. I said, but how to match the paint colors? Then I read about wonderful Kyanize Color Recipes. That was the answer to my problem!

As it said in the advertisement, I went to the Kyanize dealer and asked for a free Color Recipe packet. In it were easy directions for mixing Kyanize paints to match the paint colors of the various rooms featured in practically all the current month's magazines. (And there are new Color Recipe packets issued for each month's magazines.)

So, with the Kyanize Color Recipe and Kyanize paints, I did a marvelous job. Who, Kyanize paint, finally does it without any brush marks. It really

is self-evident. You, too, will find Kyanize Color Recipes are a wonderful decorating help!

Oh, how did my room come out? Just look below and see!

Ask your Kyanize paint dealer for free Color Recipes. If he sends them, send the in soon on stamps and your name and address (please print) to Boston Varnish Company, Dept. B-111, Everett Station, Boston 10, Massachusetts.

DECORATING'S EASIER WITH

**Kyanize**  
*Self-Mixing*  
**PAINTS**

From Color Schemes to Finished Rooms



**STORY HEADLINE:** The lady is saying, "I found my color scheme idea in a magazine . . . matched the paint colors this easy Color Recipe way!" This advertisement is scheduled for *American Home*, November.

**TIED TOGETHER:** The lady in the big cut-out is the same character used in the company's magazine advertising. The magazines themselves are scattered in the foreground.

Based on an interview by Bernard G. Priestley with  
**C. FRED EBERLE • Advertising Manager, Boston Varnish Co.**

Boston Varnish Company's "Color Recipe Plan" is provoking interest among dealers and consumers alike. The idea: Pick the best of the expertly decorated interiors shown in the homemakers' magazines, provide consumers with exact specifications for matching the color schemes with Kyanize.

Through an ingenious Color Recipe plan, the Boston Varnish Co. is tying in its advertising and sales efforts on interior house paints with the rooms portrayed in full color in leading national homemakers' magazines.

The plan, in operation about a year, is successful. The company is giving it further impetus through an extensive advertising and sales campaign this fall.

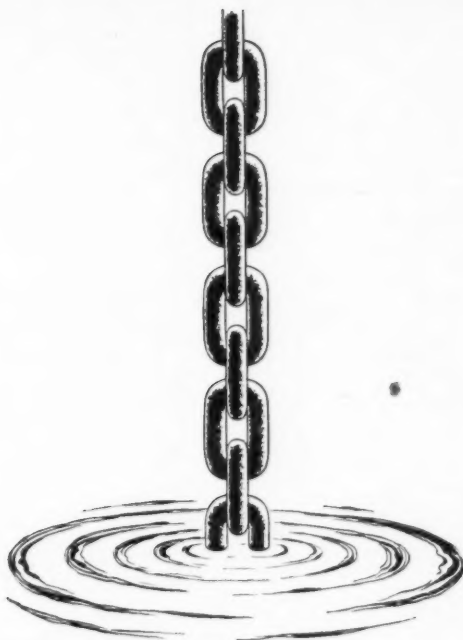
Created to help the company hold its own against promotional efforts of larger paint companies, this Color Recipe plan is built on the premise of taking advantage of the strong desire of women, who purchase the bulk of interior house paints, to beautify their homes. When home magazines come out each month, Boston Varnish Co. color experts select the

more interesting rooms pictured on which to focus the plan for that month. Company paint chemists analyze colors used in these rooms and match them with Kyanize (the Boston Varnish Company's trade-marked brand) paints, either from the wide variety of colors in stock or through combinations of these shades.

Within eight to ten days, thanks to efficient cooperation among laboratory men, advertising agency, printer and magazines concerned, packets of Kyanize Color Recipes prescribing the shades of Kyanize paints to use in duplicating the colors portrayed in the magazines, are rushed to dealers and wholesalers, ready for distribution to consumers who ask for them after seeing Kyanize advertisements.

Recipes in the packets are printed





## ANCHOR IN "SALES HARBOR"

### IN LOS ANGELES

It's a snug harbor and holds six out of every ten potential buyers of your product in the third largest and richest market of the nation — it's the Los Angeles A.B.C. City Zone.

You will make more sales by anchoring your advertising here — beats cruising around the edges!

Tie up to the one newspaper that reaches 45,950 more families than any other daily in this vital zone. More families, too, when you add the retail zone.

That one paper is the Herald-Express . . . your top medium to reach more buyers and make more sales in Los Angeles. After all, that's what you want!



*Los Angeles*

# HERALD-EXPRESS

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

on one side of white paper perforated in sections the size of ordinary filing cards. Each Color Recipe gives the name of a magazine and the date of publication in which an ideal room appeared, page number of the illustration covered by the recipe, and title of the article which it accompanies.

For example: The August, 1949, packet referred to page 47 of *House Beautiful* and a living room illustration under the caption "Bing Crosby Lives Here" and described the room as "for both entertaining and for the enjoyment of a lively family. It is spacious and full of color . . ." The

recipe went on to name these Kyanize paints for producing the same color effects:

"Walls: A special blend of Kyanize Clingcote Flat in the proportions of 3 quarts Deep Color Sapphire Blue, 1 quart Deep Color Pine Green, 1½ pints of Standard White, No. 500. Woodwork, Ceiling Cornice: Kyanize Celoid Semi-Gloss Enamel, Pottery White, No. 301. Ceilings: Kyanize Clingcote Flat, Pottery White, No. 501. Floor: Kyanize Floor Enamel, Dark Oak."

The plan is tied in with the consumer in these ways: The Boston

Varnish Co. runs full-color and black and white advertisements in many of the publications featuring the ideal rooms, informing readers that they can find Color Recipe packets showing colors used in the rooms at Kyanize dealer stores. Dealers cooperate extensively by running advertisements in local papers, calling attention to the monthly Color Recipes. Dealers are cooperating further by setting up timely window and interior displays tying in with rooms shown in the magazines.

Behind the plan is a long period of study and research under the direction of company executives, with the cooperation of Bennett, Walther & Menadier, Inc., Boston advertising agency. Every type of person involved directly or indirectly in the sale of paint was studied on a depth-interview basis. The types included retail salespeople, buyers and owners, wholesalers' salesmen, company salesmen, painters and interior decorators. An early decision was to limit the plan to interior paints (for walls, woodwork, ceilings, furniture, etc.), eliminating to a great degree outside paints, special floor finishes and other paint products selling in less volume.

#### Research Findings Listed

"The research program's findings," says C. Fred Eberle, advertising manager of Boston Varnish Co., "may be summarized:

"1. Women are responsible for the majority of home painting projects and paint purchases.

"2. In planning an interior home painting project, women think in terms of a color or a color scheme—not of paint as a product.

"3. A large proportion of women would like to try new paint colors and color schemes but are afraid to do so.

"4. Important sources of ideas and inspiration for new colors and color schemes for women are color pages of national magazines.

"5. The retail paint trade realizes the need of help for women customers when they select new colors and color schemes for various paint jobs.

"Since, as brought out by the study, women buy a large percentage of the interior house paint and since they show increased interest in color schemes for rooms in home magazines (Combined circulations have climbed to approximately 32,000,000 copies monthly.), what could be more effective in reaching great numbers of them than some tie-in plan which uses illustrations of rooms depicted in these magazines? Such a plan could make use of the vast amount of study

## FRONT PAGE TV NEWS

For years we've been making 1-Minute Film Commercials for National Advertisers to screen in theatres . . . This know-how is now available to you for your TV Film Commercials.

We combine creative artistry (both script and camera) with the sort of sales substance that impells action.

We've found out much about how to compensate for the TV limitations so that your films telecast brilliantly.

May we screen some of these films for you . . . with no obligation on your part.

### Reid H. Ray Film Industries

2269 Ford Parkway  
St. Paul, Minn.

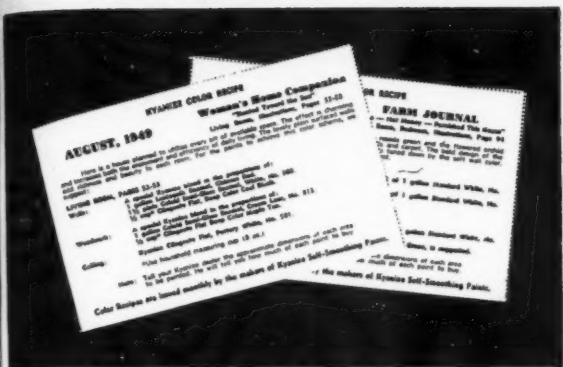
208 So. LaSalle St.  
Chicago, Illinois

#### LOOK AT THE RECORD

We've made 1-minute film spots for such companies as:

Beich Candy  
Coray Salt  
Fitch Shampoo  
Fiersheim Shoes  
Draft  
Wheaties  
Pillsbury Flour  
Beloved Diamonds  
Motorola  
Speed Queen Washers  
International Harvester  
John Deere  
Phillips 66  
Nutrena Feeds  
Quaker Oats Co.





**NO GUESS-WORK:** The color recipe sheets are rushed to dealers once a month. They are made up of perforated 3x5 units, each of which carries exact identification of colors used in a room picture and described in a current issue of some consumer magazine. One tells how to duplicate the color scheme of a room pictured in the August issue of *Women's Home Companion*; the other a room pictured in the August issue of *Farm Journal*.

and work behind magazine articles on rooms and the hundreds of thousands often spent in creating rooms in their studios and later in color reproduction—an expense which no one manufacturer of paint could afford.

"So we looked for a plan which would permit the housewife to reproduce in her own home the color schemes of these magazine-featured rooms. Obviously, such a plan would have an advantage over any other in which the woman tried to invent her own color scheme without any practical way of visualizing it under room conditions.

"We also knew we needed an appealing tie-in plan to attract dealers and consumers. Unlike a number of our big competitors, we do not operate stores of our own to push promotional plans directly. Boston Varnish is an independent and privately owned corporation selling through established wholesalers and retailers, one of the few independents doing a national business.

"The result of this study was the Kyanize Color Recipe plan."

Now, in the second year of the plan, Boston Varnish is currently sponsoring full-color or black and white advertisements ranging from a half to full-page in *American Home*, *Better Homes and Gardens*, *House Beautiful*, *House & Garden*, *Made-moiselle's Living*, *Small Homes Guide*, *Household*, *Ladies' Home Journal*, and *Country Gentleman*.

#### Ads & Plan Tie In

These advertisements tie in directly with the plan. For example, one picture at the top a woman looking over the attractive rooms portrayed in a number of magazines and exclaiming: "I found my color scheme idea in a magazine . . . matched the paint colors this easy Color Recipe way!" Copy then explains the Kyanize Color Recipe plan and at the bottom a photograph portrays how well the woman carried out, in her own home, a color scheme illustrated in a magazine.

"Already the Kyanize Color Recipe

**PEORIA**Area  
**A MIGHTY Market**  
 \$492 Million  
 Retail  
 Sales  
*for Your "A" Schedule*

**No. 14**  
 in a Series—  
**Metropolitan**  
**Peoria's Major**  
**Industries**

**Another Product "Made in Peoria  
 for World-Wide Distribution"—**  
**R. HERSCHEL MFG. CO., INC.**  
 Manufacturers of Cutting Parts for  
 Farm Supplies, Implements and Lawn Mowers  
*(Illustrated is Bevel Grinder in Operation)*

TEST CITY U.S.A.

**Peoria**  
**JOURNAL-STAR**  
 PEORIA NEWSPAPERS, INC., Agent.

National Representatives - WARD-GRIFFITH CO. INC. - Offices in Principal Cities

# From Chiffons



# To Chocolate Bars



# OXFORD PAPERS

## HELP BUILD SALES

FROM HIGH-FASHION gowns to impulse-purchase items, it's hard to name any product that doesn't benefit from one or more forms of printed selling. It's equally hard to name any form of selling-in-print that doesn't gain in effectiveness through the use of Oxford Papers.

For this, there is a very sensible reason. We've devoted fifty years to the development of papers to meet the needs of offset, lithography, letterpress and rotogravure printing. That's why you can look to Oxford with confidence for the right grade of paper to help your labels, box-wraps, brochures, inserts, broadsides and any other printing do a better selling job for your product or services.



### Your Oxford Paper Merchant is a Good Man to Know

You can count on your Oxford Paper Merchant for prompt service—and the kind of friendly, practical know-how that will make it easier to be sure of the right paper for your particular needs. Get in touch with him today for a copy of the helpful *Oxford Paper Selector Chart*, or write direct to us.

**OXFORD PAPER COMPANY**

230 Park Avenue, New York 17, N. Y.

**OXFORD MIAMI PAPER COMPANY**

35 East Wacker Drive, Chicago 1, Ill.

MILLS AT RUMFORD, MAINE AND WEST CARROLLTON, OHIO

## Nation-wide Service Through Oxford Paper Merchants

Albany, N. Y.	W. H. Smith Paper Corp.
Augusta, Maine	Carter, Rice & Co. Corp.
Baltimore, Md.	The Mudge Paper Co.
Bethlehem, Pa.	Wilcox-Walter-Furlong Paper Co.
Boise, Idaho	Blake, Moffitt & Towne
Boston, Mass.	Carter, Rice & Co. Corp.
Buffalo, N. Y.	Franklin-Cowan Paper Co.
Charlotte, N. C.	Caskie Paper Co., Inc.
Chattanooga, Tenn.	Bond-Sanders Paper Co.
Chicago, Ill.	Birmingham & Prosser Co.
	Bradner, Smith & Co.
	The Whitaker Paper Co.
Cincinnati, Ohio	The Johnston Paper Co.
	The Whitaker Paper Co.
Cleveland, Ohio	The Cleveland Paper Co.
Columbus, Ohio	Scioto Paper Co.
Dayton, Ohio	Cincinnati Cordage Co.
	The Whitaker Paper Co.
Des Moines, Iowa	Birmingham & Prosser Co.
Detroit, Mich.	Chope Stevens Paper Co.
Fresno, Calif.	Blake, Moffitt & Towne
Hartford, Conn.	Green & Low Paper Co., Inc.
Indianapolis, Ind.	MacCollum Paper Co.
Jacksonville, Fla.	Jacksonville Paper Co.
Kalamazoo, Mich.	Birmingham & Prosser Co.
Kansas City, Mo.	Birmingham & Prosser Co.
Knoxville, Tenn.	Louisville Paper Co.
Lincoln, Neb.	Western Newspaper Union
Little Rock, Ark.	Roach Paper Co.
Long Beach, Calif.	Blake, Moffitt & Towne
Los Angeles, Calif.	Blake, Moffitt & Towne
Louisville, Ky.	Louisville Paper Co.
Lynchburg, Va.	Caskie Paper Co., Inc.
Manchester, N. H.	C. H. Robinson Co.
Memphis, Tenn.	Louisville Paper Co.
Miami, Fla.	Everglades Paper Co.
Milwaukee, Wis.	Allman-Christiansen Paper Co.
	Sensenbrenner Paper Co.
Minneapolis, Minn.	Wilcox-Mosher-Leffholm Co.
Nashville, Tenn.	Bond-Sanders Paper Co.
Newark, N. J.	Bulkley, Dunton & Co., Inc.
New Haven, Conn.	Bulkley, Dunton & Co., Inc.
New York, N. Y.	Baldwin Paper Co., Inc.
	Bulkley, Dunton & Co., Inc.
	Green & Low Paper Co., Inc.
	Miller & Wright Paper Co.
	The Whitaker Paper Co.
Oakland, Calif.	Blake, Moffitt & Towne
Omaha, Neb.	Western Paper Co.
Philadelphia, Pa.	Atlantic Paper Co.
	Wilcox-Walter-Furlong Paper Co.
Phoenix, Ariz.	Blake, Moffitt & Towne
Pittsburgh, Pa.	General Paper Corp.
Portland, Maine	C. H. Robinson Co.
Portland, Ore.	Blake, Moffitt & Towne
Providence, R. I.	Carter, Rice & Co. Corp.
Richmond, Va.	Cauthorne Paper Co.
Rochester, N. Y.	Genesee Valley Paper Co.
Sacramento, Calif.	Blake, Moffitt & Towne
St. Louis, Mo.	Birmingham & Prosser Co.
	Shaughnessy-Kniep-Hawe Paper Co.
	Tobey Fine Papers, Inc.
St. Paul, Minn.	Inter-City Paper Co.
San Bernardino, Calif.	Blake, Moffitt & Towne
Salt Lake City, Utah	Western Newspaper Union
San Diego, Calif.	Blake, Moffitt & Towne
San Francisco, Calif.	Blake, Moffitt & Towne
San Jose, Calif.	Blake, Moffitt & Towne
Seattle, Wash.	Blake, Moffitt & Towne
Sioux City, Iowa	Western Newspaper Union
Spokane, Wash.	Blake, Moffitt & Towne
Springfield, Mass.	Bulkley, Dunton & Co., Inc.
	(Div. of Carter, Rice & Co. Corp.)
	Mill Brand Papers, Inc.
Stockton, Calif.	Blake, Moffitt & Towne
Tacoma, Wash.	Blake, Moffitt & Towne
Tampa, Fla.	Tampa Paper Co.
Toledo, Ohio	Paper Merchants, Inc.
Tucson, Ariz.	Blake, Moffitt & Towne
Washington, D. C.	The Mudge Paper Co.
Worcester, Mass.	C. A. Esty Paper Co.
	(Div. of Carter, Rice & Co. Corp.)

advertising has won readership in the magazines," declares Mr. Eberle. "It has delivered numerous prospects to dealers' stores. It provides housewives with a practical way of obtaining color schemes for their own homes—colors which they would not dare to try otherwise. It associates the trademark Kyanize with conceptions of general service and up-to-date paint colors. It simplifies the dealers' problem of training retail salespeople to give customers color advice."

In September, October and November, the advertising schedule in business papers includes *American Paint & Oil Dealer*, *American Painter & Decorator*, *National Painters' Magazine*, *Hardware Age*, *Hardware Retailer*, *American Lumberman*, and *New England Hardware*. In these advertisements effort is made to use copy which will bring home to dealers the added business and profits they will have if they use the plan. For instance, one full-page advertisement appearing in four business papers features Merrill Spear, a Kyanize dealer in Springfield, Mass. and his story: "Here's how our store cashes in on Kyanize Color Recipes." The advertisement contains not only a picture of Mr. Spear, but also one of a Color Recipe Center he has set up in his store. In the text he tells how the color plan "really has paid off."

### Scrapbook is Popular

One point of sale promotional piece which is becoming more and more popular is a big (about 20" x 18") leather-covered, gold embossed scrapbook which the company furnishes to the dealer at \$5, about half the cost price. Each month the dealer cuts out and pastes in this book the rooms portrayed in the magazines which are referred to in the Color Recipe packet. The respective "card" in the packet, dealing with a given room, is attached to the page illustrating it.

Many dealers have bought the scrapbooks. The initial run was for more than four times the original estimate. In fact, the books are proving so effective in spreading understanding of the plan and in aiding sales that it is a common thing for dealers to use two or three of them. Dealers report that women who call for Color Recipe packets are interested in seeing all the rooms featured in a given month shown together. They often change their minds about a color scheme they have chosen and substitute another more appropriate one for their use. Dealers' salesmen who are not paint experts are finding them useful in helping customers to make decisions. The books are also

# just published

## SRDS CONSUMER MARKETS 1949-1950 EDITION

**The most complete, reliable and up-to-date compilation of consumer market data available in one place.**

The new SRDS CONSUMER MARKETS gives easy access to the latest government and other authoritative state, county, and city market facts . . . 1948 estimates along with 1940 Census data for trend comparisons . . . per family and per capita relationships . . . radio homes . . . population density . . . retail sales . . . incomes . . . farm and industrial activity and all other important indices regularly used by market and media men.



CONSUMER MARKETS has "saved us hours of time", reports one Market and Media Research Director.

Standard format makes use easy. States appear alphabetically. First under each state, a special map shows counties, cities, county seats, radio and newspaper locations. Then the state data. Then the county data. Then the city data. Counties and cities are cross-referenced to the map.

You can extract any specific index, or you can get a complete picture of the economic makeup of any market in the U. S., the U. S. Territories and Possessions, Canada, the Philippines.

Once you use the 1949-1950 CONSUMER MARKETS you'll use it whenever market problems arise. Single copies \$5.00 each.

## Consumer Markets

A Section of Standard Rate & Data Service  
Walter E. Botthof, Publisher  
333 North Michigan Avenue, Chicago 1, Ill.  
New York • San Francisco • Los Angeles

## New BUSINESS GIFT

### assures lasting POINT • OF • SALE Remembrance!



You can keep customers and prospects constantly reminded for years with this entirely new, exceptionally thin vest pocket or purse size refillable diary and address book.

In a handsome cover of fine genuine or simulated leather, this unique imprinted gift includes a complete replaceable gold edged dated diary and a complete replaceable gold edged alphabetically tabbed index for address and telephone numbers.

Both sections are beautifully printed on a fine superthin white stock which gives to this complete unit a thinness seldom found even in pieces that include only half its contents.

Imprinted in gold with your name, address or trade mark, it is a business promoting gift that will reflect your own good taste. Mail coupon today for details and prices.

**SPECIALTY DIVISION, NASCON PRODUCTS, INC.**  
(Division of Eaton Paper Corp.)  
60 E. 42nd St. New York 17, N. Y.

SPECIALTY DIVISION, NASCON PRODUCTS, INC.  
Dept. SM-3, 60 E. 42nd St., New York 17, N. Y.

- ☐ We are interested in the Nascon Business Gift described above.
- ☐ Without obligation, send the Nascon Catalog containing complete details.

Name .....  
Company Name ..... Street .....  
City ..... State .....





helpful in explaining the plan to patrons who had not previously learned of it.

As for larger dealers and wholesalers, a substantial number are now keeping up 10 to 30 scrapbooks. They not only use them in their own establishments, but they keep a number on loan to contracting painters, building development managers, schools, women's clubs, etc.

There are other uses for the scrapbooks: For instance, an opened book makes a good center of interest for displays.

Another feature about the scrapbooks is that they can be used for an indefinite period. Dealers and wholesalers add pictures and Color Recipes to them each month. Frequently, dealers who had kept up the books for months find them helpful later on, not only to themselves but also to their customers when working out color combinations for home interiors.

Effective tie-ins with the plan are newspaper mats for dealers. These mats are for advertisements of various sizes along lines similar to those used by the company in national maga-

zines. Facilitating the employment of local advertisements is a contract plan under which the company pays 50% of the cost of that advertising.

Boston Varnish supplies an increasing number of dealers with full-color window display material and counter dispensers for the Color Recipe packets. Large-size cardboard cut-outs showing the same women appearing in the illustrations in the company's national advertising, in the same backgrounds, constitute a feature of window display material.

To help new dealers to understand the plan, the company has issued a four-page "Question-Answer Manual on Kyanize Color Recipes" which provides major details concerning the plan and the way it operates.

"This program has proved convincingly," Mr. Eberle points out, "that by careful planning and a reasonable amount of cooperation between retailer and manufacturer, the influence of national magazines on home decorating can be harnessed to the advantage of the small, independent hardware store."



**CENTRAL OHIO LISTENERS DEPEND UPON WBNS FOR SPORTS COVERAGE—**

Columbus and Central Ohio are "Sports Crazy" . . . And for sports, like so many other events, they tune in WBNS. No station in Central Ohio can come near equalling this coverage. The Fall schedule includes the Ohio State University Football Games, High School Huddle, Cleveland Browns Pro Football, Leahy of Notre Dame, Red Barber's Clubhouse, Wes Fesler Talks Football, Paul Brown On Football, Bill McKinnon's Shell Digest and others. A sports fare served hot off the griddle to appease the appetites of the rabid fans in this community. Sports is only one of the many reasons why Central Ohio's favorite in radio is WBNS.

**1949 OHIO STATE FAIR, A BIG EVENT, WITH WBNS PLAYING A PROMINENT PART—**

This year the Ohio State Fair at Columbus was the greatest in history . . . And WBNS was there with its talent and inimitable showmanship. Folks from all parts of Ohio and the nation packed the WBNS outdoor playhouse to see and hear their favorite radio personalities. It was a superb public relations feature that helped build audience and good will for the station and its advertisers.

**RUBENS CLOTHIERS — ANOTHER WBNS "EARLY WORM" SUCCESS STORY —**

Irwin Johnson, the WBNS "Early Worm" has a way with him that has kept Central Ohio folks tuned to his program for ten years. . . . In that ten years Rubens Clothiers have been one of the many consistent "Early Worm" sponsors. . . . And, they have cashed-in, too. . . . From a small store they have expanded until today they rate as one of Columbus' leading men's clothiers. Rubens success has been duplicated many times by WBNS advertisers.

IN COLUMBUS IT'S

**WBNS**

COVERS CENTRAL OHIO

POWER 5000 D-1000 • N CBS

ASK JOHN BLAIR

## Frankfort's Movie "Sells" Fall Promotion

Frankfort Distillers (Four Roses, Hunter, Paul Jones) is using a special moving picture, produced for it by Films for Industry, to present its fall promotional material to the trade.

The film, in natural color, views each phase of the promotion and display materials available to package stores and salesmen, in each of the three main divisions of the company. Ellis D. Slater, company president, appears in the film to present company policy and distribution plans for Frankfort's three brands.

Frankfort will invite bartenders, package store operators, and distributor's salesmen to private showings in all sections of the country, in an effort to stimulate sales and to garner better use of display space in bars and in liquor stores. The film suggests practical and attractive usage of the display pieces, and authentic background for bar pieces are used to lend authority and practicality to the film.



With its bay, bridges, and cable-car hills, San Francisco is unique; it is totally different in appearance from any other American city. But in the matter of LIFE's influence—on readers, consumers and merchants—it is typical of *all* American cities. In San Francisco,

as in every other city across the nation, LIFE is an absorbing weekly reading adventure in one out of every three families; has a penetrating effect on what people think and do, what stores they shop in, and on what they buy in those stores.

## What happens when **LIFE** hits San Francisco?

In San Francisco and the Bay Area, LIFE has 508,700 readers, 29% of the total population.

This is by far the largest readership of any weekly magazine.

To try to assess LIFE's impact on San Francisco, LIFE sent a team of interviewers and a photographer there.

After just two days they came back with a mass of evidence to show how deeply LIFE has penetrated into the very fibre of this western metropolis...

- ...how it jammed San Francisco's lively "365" Club with new customers
- ...how it changed teaching methods in a Chinese Mission School
- ...how it helped Frank Jackson, bank detective, track down a feminine forger
- ...how it affects the way San Franciscans

think, eat, live and enjoy themselves.

On these pages you'll see a mere suggestion of our findings—many of which will surprise you.

Was there any special reason, you may wonder, why we picked San Francisco for this study?

None whatever. In city after city, town after town, village after village, LIFE has the same sort of influence that it has in San Francisco; and, from time to time, we expect to show you similar specific evidence of its effect on people's lives in other U.S. cities.

This *local* impact of LIFE—the impact on readers and retailers across the nation—makes LIFE beyond comparison the most powerful and complete selling medium in the nation.



The LIFE's that San Francisco mailmen carry are a big load, the biggest magazine load of the week. Approximately a third more San Franciscans subscribe to LIFE than subscribe to the next biggest weekly.



# ONLY LIFE HAS THIS

on people, on places, on



In San Francisco's Lowell High School, civics instructor Norval C. Fast states: "As soon as an essay appears in *LIFE* that has any bearing on civics, I strip it and mount it on the blackboards as flashbacks." Mr. Fast has used *LIFE* as one of his texts for the past ten years.



"The business interests and all the people of San Francisco should be grateful for *LIFE*'s faithful reporting of events," says Mr. George Killion, president of the American President Line, whose fleet of commercial and passenger ships helps to make San Francisco one of America's great ports.



Jone Pedersen, whose photo was used to illustrate a *LIFE* cover in August 1948, also illustrates *LIFE*'s influence on one San Francisco career. By August 1949, Jone had become a famous photographer's model, won the title of Miss California, was picked as a candidate for Miss America.



*LIFE* readers saw this picture of a statue in the March 21, 1949 issue. The very next week, attendance in the De Young Memorial Museum in Golden Gate Park, founded by the family which owned the *Chronicle*, was almost doubled by eager San Franciscans who came to see first hand the statue they'd read about in *LIFE*.



# WIKIND OF LOCAL IMPACT—

Page 3

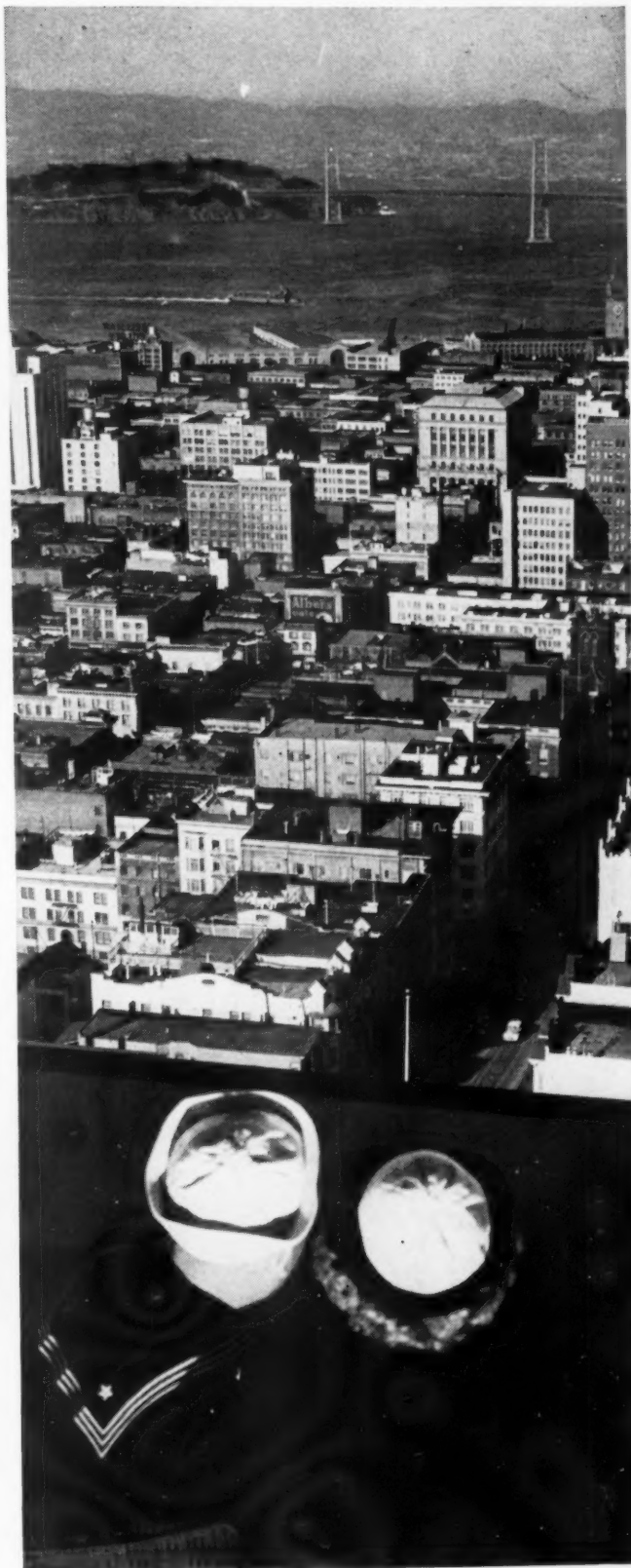
osales . . . across the nation



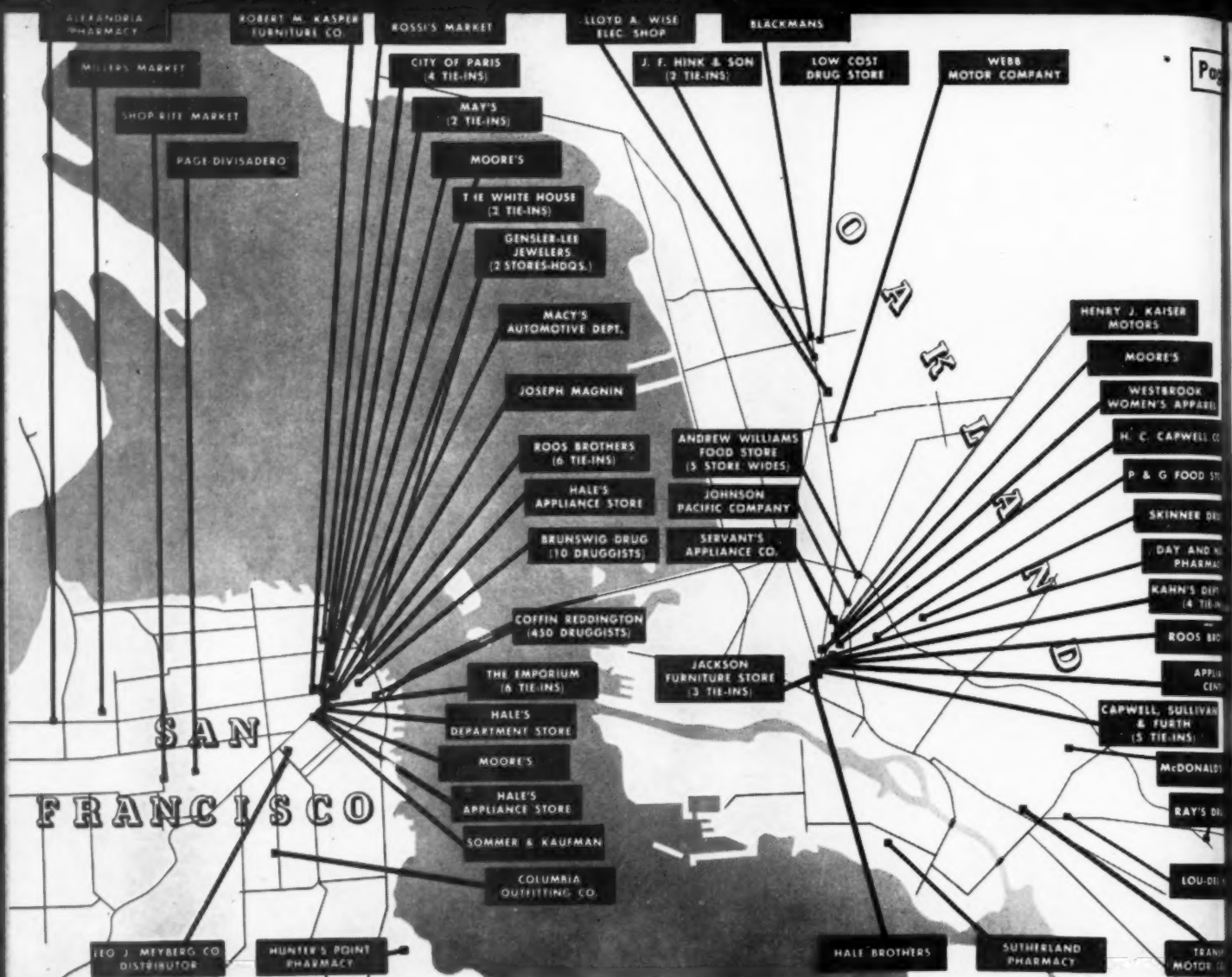
LIFE co  
San Fr  
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picked  
Sporting-car distributors, the Ovalle Brothers, provided another example of the LIFE-effect in the San Francisco market. After a LIFE story on these cars appeared, the Ovalles had to move their showroom. As Kjel Ovalle put it: "Business boomed so we had to get bigger space!"



ch 21, 1  
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LIFE.  
Many a San Franciscan has saved every issue of LIFE since it was first published. Mrs. Katherine Bridges has clipped from LIFE "enough articles of lasting interest to fill a 20-volume picture encyclopedia." Her volumes range from such subjects as cultural development to civil engineering.



This picture of the Top of the Mark in San Francisco appeared in a LIFE story three years ago. LIFE's influence is still evident to Manager Johnny Hensley who says: "People from all over the world came and claimed they visited the Top of the Mark because they saw it in LIFE."



This map of San Francisco and the Bay Area illustrates a local selling influence never before achieved by any magazine or any medium. It shows 59 stores in which, during just one year, major advertised-in-LIFE store-wide promotions have been staged.

This does not include promotions in 700 Meyberg outlets and a large group of Coffin Reddington drug stores in northern California—or hundreds of individual tie-ins in countless other stores in food, drug, appliance, department store, and other fields.

## LIFE ... in the plans of San Francisco's merchants



San Francisco merchants know the impact of LIFE and use it daily to help sell products. This neon sign is in front of one of the four big super-markets in the Andrew Williams food chain (which also sells drugs and appliances).



Department stores such as The Emporium (shown here), Macy's, The White House, and City of Paris are consistent users of LIFE's local impact in their windows, interior displays, newspaper advertising and sales talks.

### The buying power of LIFE families in San Francisco

A recent survey by the Market Research Company of America disclosed the tremendous purchasing power of the families influenced by LIFE in San Francisco.

#### LIFE families purchased:

- 39% of all washing machines
- 42% of all sheets
- 35% of all women's stockings
- 41% of all men's shirts
- 46% of all frozen vegetables
- 38% of all tooth paste
- 38% of all passenger car tires
- 34% of all movie admissions

These are typical examples of LIFE family purchases of a wide range of consumer goods.

**LIFE** moves people ... moves goods

## Readers' Service Can Furnish These Reprints

Please send remittance with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

195—How to Keep a Sales Meeting from Falling Into a Coma. (Price 10c)

194—Direct vs. Jobber Distribution: An Appraisal of the Pros and Cons, by W. C. Dorr. (Price 35c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 35c)

191—Why Nine Out of Ten New Products Fail, by Peter Hilton. (Price 10c)

190—Your Biggest Sale: Management's "O.K." on the Sales Budget, by L. T. White. (Price 10c)

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurtry. (Price 10c)

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 25c)

187—Shall We Display and Advertise Price? Public Says Emphatic "Yes!" (Price 10c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

185—How To Improve Your Ability in Public Speaking. (Price 10c)

184—How To Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

183—A Primer for Selecting Colors with Sales Appeal. (Price 10c)

182—Eight Vital Factors in Point-of-Sale Promotion. (Price 50c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 25c)

180—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

For a complete list of available reprints, please see page 64 of your June 1, 1949, issue.

## How to live longer even tho' an advertising man



When things delay a job, let others get the jitters. Keep cool—and remember that Air Express can save the day! Low cost Air Express helps you meet every crisis, because it's the world's fastest way to ship or receive. Shipments even go coast to coast overnight! And Air Express is super-convenient. Door-to-door service included in the low rates.

Advertisers, agencies, electrotypers, and publishers make deadlines with time to spare—when they use this convenient, low-cost service regularly.

### Only Air Express gives you all these advantages

Nationwide pick-up and delivery at no extra cost in principal towns, cities.

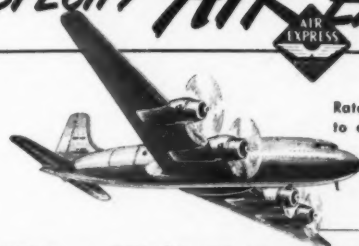
One-carrier responsibility all the way; valuation coverage up to \$50 without extra charge. And shipments always keep moving.

Most experience. More than 25 million shipments handled by Air Express.

Direct by air to 1300 cities; air-rail to 22,000 off-airline offices. These advantages make Air Express your best air shipping buy. Specify and use it regularly. For fastest shipping action, phone Air Express Division, Railway Express Agency. (Many low commodity rates in effect. Investigate.)

## SPECIFY AIR EXPRESS

GETS THERE FIRST



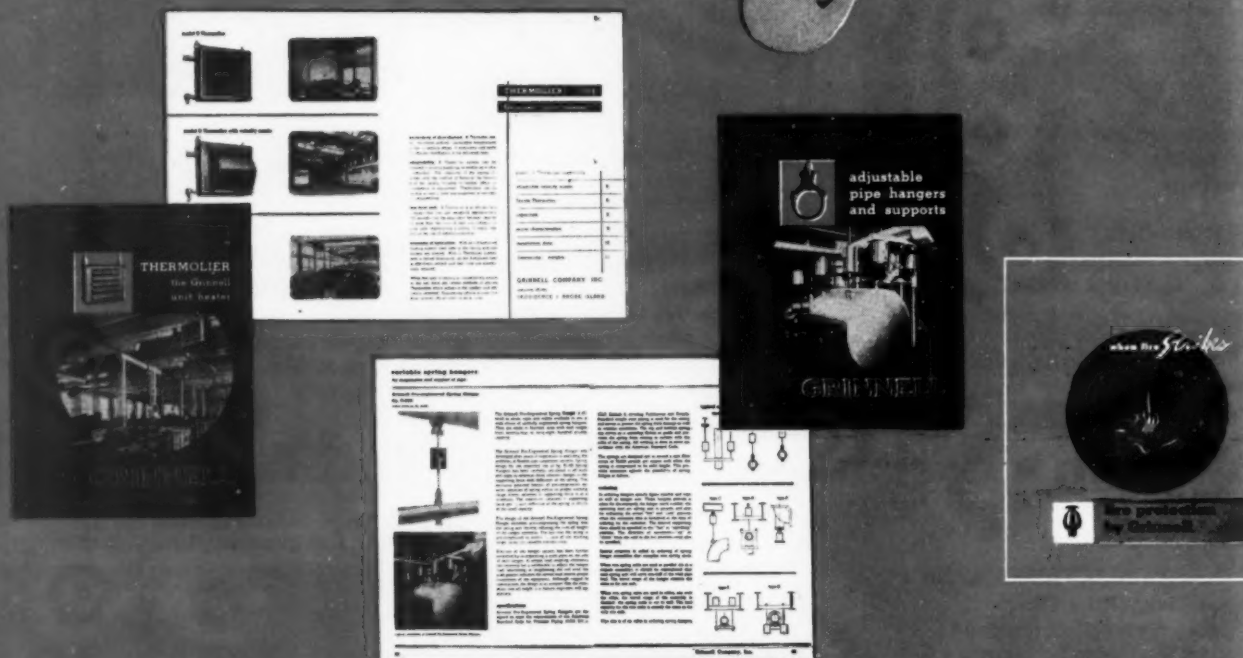
Rates include pick-up and delivery door to door in all principal towns and cities

AIR EXPRESS, A SERVICE OF RAILWAY EXPRESS AGENCY AND THE  
**SCHEDULED AIRLINES OF THE U. S.**



# why

GRINNELL



Three of the eight Grinnell catalogs distributed by Sweet's;  
they range in size from 4 to 64 pages.

**HAS USED**

## **SWEET'S SERVICE FOR 32 YEARS**

"People who buy our products need a lot of technical data. The easier we make it for them to get this information, the better our chances for landing their orders. That is why we have retained Sweet's Catalog Service for thirty-two years.

"We know that Sweet's delivers our catalogs to our best prospects in both the building and industrial fields. We know, too, that when our catalogs are bound in Sweet's Files, they will be kept and used.

"Also, Sweet's has taken a big load off our shoulders by designing catalogs for our various products and markets. Sweet's has produced uniformly high-grade catalogs on such diversified Grinnell products as unit heaters, fire protection systems and pipe fittings.

"We will be glad to see more manufacturers distribute their catalogs in Sweet's Files. More catalogs make the files still more useful and everyone benefits."

F. L. Jackson, Advertising Manager, Grinnell Company, Inc.

**MORE THAN 1100 MANUFACTURERS DISTRIBUTE THEIR CATALOGS THROUGH SWEET'S**

# **Sweet's catalog service**

DIVISION OF F. W. DODGE CORPORATION • 119 WEST 40th STREET, NEW YORK 18, N. Y.

**GETS THE RIGHT INFORMATION... TO THE RIGHT PEOPLE... AT THE RIGHT TIME**

**Here's the way**

**Sweet's Catalog Service**

**works for you:**

### **CATALOG DESIGN**

Custom catalog design by Sweet's starts with consultation with you to determine what information is needed to bring about the buying action you desire—specification, request for sales call, direct order. Then follows organization of the information in a basic pattern for making your catalog easy to use and to understand. Next comes selection of the most effective form for the clearest statement of each fact—text, table, diagram, illustration. The result is a unit of buying information, specially designed to bring you and your future customers together in the shortest time and with the least effort.

### **CATALOG PRODUCTION**

Because of the great number of manufacturers' catalogs handled each year, printing by Sweet's offers you the economies of quantity production with no sacrifice of quality. You may order your catalogs in any desired quantity—part to be distributed by Sweet's and part, if you wish, to be delivered to you. If you prefer, you may print your own catalogs and deliver them to Sweet's for filing and distribution, in which case charges are lower than those for the complete service.

### **CATALOG DISTRIBUTION**

When your catalog is distributed by Sweet's, it is delivered to prospects of top rank buying power in the markets of interest to you. Sweet's spends more than \$150,000 yearly to locate, qualify and select the firms and individuals who represent the bulk of buying power in each market served. Furthermore, your catalog remains in the office of each recipient, instantly accessible at all times. This is accomplished by distributing it in a bound, indexed collection (file) of manufacturers' catalogs. According to thousands of users of these files, this is the most effective method of getting catalogs used by prospective customers.

# FTC Goes Gunning for Margins Between Private & National Brands

BY JEROME SHOENFELD

A case pending against United States Rubber is expected to result in a clear-cut decision whether it is legal for a manufacturer who sells both branded and unbranded merchandise to sell the private brand at a lower cost.

When sales managers learn that the Federal Trade Commission is playing with a new complaint, they almost superstitiously infer a new prohibition. The Commission has been very successful in narrowing a seller's power to price his goods to gain the most customers. One by one, sales practices long taken for granted have been enjoined as discriminatory, and the Commission has won most of the cases in court. Bulk discounts, though offered to those who could afford them, were stopped. Equalizing freight became evidence of conspiracy.

The Commission is examining a

pricing practice that is stock-in-trade for chain stores, big mail order houses, and many large department stores. This pricing practice also governs the sale, for many manufacturers, of a large proportion of their output. Several companies have been told to answer charges that they were illegally discriminating in selling private brands cheaper than their nationally advertised brands.

It is easy to see what a rule placing private and national brands at price parity would do. In the food industry, big chains have their own brand names for cereals, lines of canned

goods, soap, etc., which are generally, if not always, identical with nationally advertised products in all but name and price. Grocers in cooperative buying groups also take private brands. The mail order houses put their own labels on hundreds of well-known gadgets. Clothing makers sometimes sell under their own labels and also under their customers' labels.

It has been going on that way for a long time. "Mother's Oats" predates both the Robinson-Patman Act and the Miller-Tydings Act, which later on provided additional incentives for the use of private brands. In the case of the Robinson-Patman Act, private brands appeared to be a means to get around the requirements of like discounts. The aggressive retailer, using his own labels, was not bound by the fair-trading minimum prices permitted under the Miller-Tydings Act. And so private brands flourish.

The Federal Trade Commission has never before issued a clear-cut decision on private brands. The question of private vs. national brands usually has been incidental to some other, more sharply accented, issue. However, the question itself is plain. It could be stated by taking down the assertions of a powerful buyer as he negotiates price on an unbranded product.

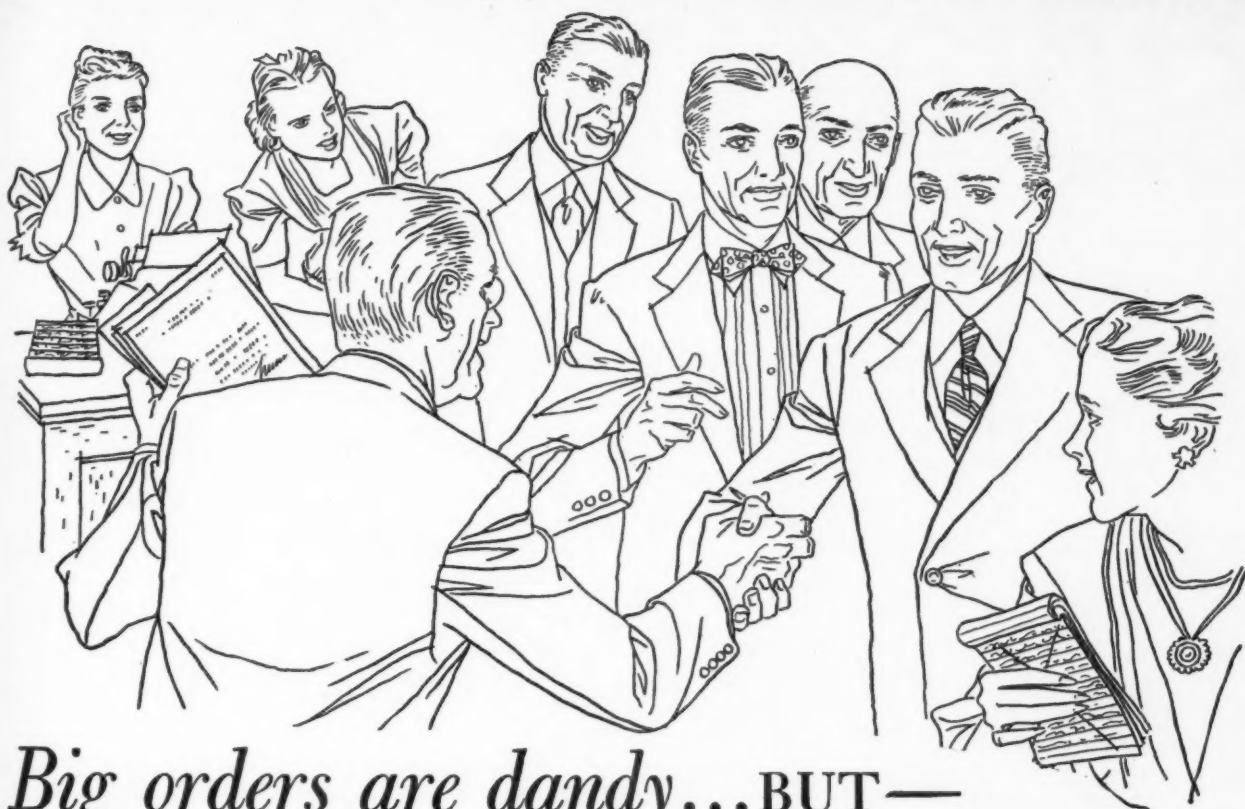
He says: "All your advertising promotes your brand name. It doesn't enter into what I'm buying. So please exclude it from the bill. Also, there's no clerical work on this contract—you just make out one invoice. So don't charge your average billing costs into my price. Ditto for sales service—nobody has to visit me to keep me enthusiastic, and I don't want to be billed for it. Since salesmen need not visit me I won't be billed pro rata for sales department overhead. Leave out the cost of fancy packages. I do my own packaging as well as my own advertising."

The issue now before the FTC is whether the seller may omit some or all of these charges to one using a private brand. May he allocate his advertising expense exclusively to that part of his product which is advertised? May he do the same thing for



"Don't eat this pie; it's got on television make-up!"





## Big orders are dandy...BUT—

Last Friday the Hypete office in New York was out to lunch all afternoon, in honor of Os Swheel. Os brought in the biggest order since the War...sold Abchemco two Hypete units for each of its fifty-eight branches.

Hypete's Pres. gave Os a big bonus check, and made a speech, sort of...Now that Os had shown the way (he said), every man in Sales should raise his sights, go after the big companies and the big orders. Peewee orders wasted manpower and order forms. And you remember how the government during the War felt about wasting paper! (Laughter) And so on. A good time was had by all.

Naturally the Pres. didn't tell the boys that it took Os two years—and a whopping extra discount—to land that big order...And Os didn't tell the Pres. that each Abchemco branch authorizes its own purchases, and Hypete's offices could have gotten the business at regular prices from the individual Abchemco branches in their territories!...Also, in view of Hypete's quota of 1,500 units per month, an order for 116 seemed less than colossal!

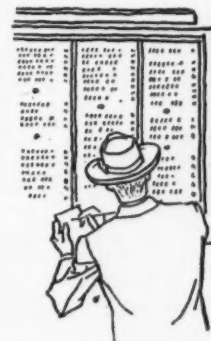
But big orders from the big companies are impressive—prestige stuff. Though usually they take a long time, lots of calls, manpower

and expense account. The identical effort spent on the smaller companies would show a better volume, and better profit.

According to the U. S. Dept. of Commerce in the year 1947 there were only 7,237 firms employing more than 500 people—*more than thirty times as many* with 20-499 employees! The smaller company involves less competition, less red tape, few call-backs; and a lot of them can be canvassed in less time and with less effort than is required to force a decision from a big company.

Since one firm in five is of postwar origin, and not on old prospect lists...your advertising as well as your salesmen needs to get around more these days!

**NATION'S BUSINESS**, with 650,000 circulation currently, reaches more prospects in more big and small companies than any other business publication. More than 91% of NB subscribers influence the purchase of the business supplies and equipment in their companies (National Analysts study, 1949)...And big circulation makes a lower advertising cost—the lowest in the business field. It's today's best buy in its field...Call any NB office for all facts.

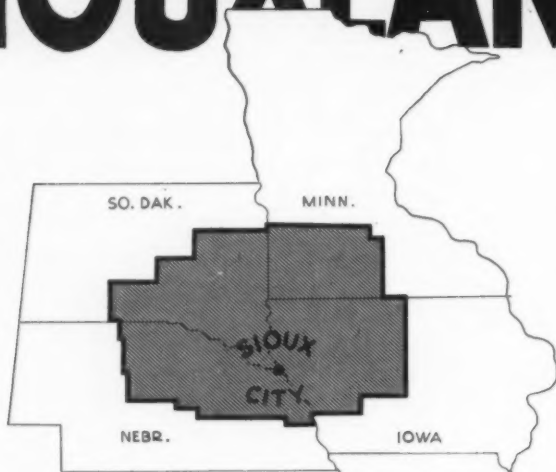


## NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT,  
CLEVELAND, SAN FRANCISCO AND LOS ANGELES

OCTOBER 15, 1949

# SIouxLAND



## A MARKET That Deserves and Rewards SPECIAL ATTENTION

Population, buying power, living standards, responsiveness—no matter what yardstick of market measurement you may wish to apply—the opportunities in the greater Sioux City market single it out for special attention.

Strategically located at the vital center of one of the world's richest agricultural areas, Sioux City, Iowa, is the market capital of the 55-county farming region known as Siouxland. In this A. B. C. retail trading zone approximately 40% of its 750,000 prosperous people are readers of Sioux City's newspapers. At the heart of the Siouxland market, or the twelve counties nearest Sioux City, the Sioux City Journal and Journal-Tribune deliver 75% coverage. In metropolitan Sioux City and its home county in Iowa, Sioux City newspapers reach 100% of the families DAILY AND SUNDAY.

To help launch a new product successfully or help maintain the vigorous sales growth of an established one, see that your plans include Siouxland and the Sioux City Journal-Tribune.

**The Sioux City Journal**  
**JOURNAL-TRIBUNE**

**SIoux CITY, IOWA**

GENERAL ADVERTISING REPRESENTATIVE  
**JANN & KELLEY, INC.**  
New York — Chicago — Detroit  
Los Angeles — Atlanta — San Francisco



all incidental selling costs? These points are now before the Commission in cases involving private brands.

The first case that is expected to express Commission policy is that against the United States Rubber Co. The complaint, voiced in 1943 but left inactive during the war, says that the branded products, "United States Rubber Company," "United States Royal," "Goodyear," "Goodyear Glove," "Topnotch," "Kedettes," "United States Sport Shoes," "Grips," and "Keds" are priced above identical unbranded goods. This difference in price, the complaint says, is an unlawful discrimination against small retailers who buy branded lines.

A similar complaint had been brought simultaneously against Hood Rubber Co. and, because Hood was subsequently dissolved, has recently been reinstated against its parent, B. F. Goodrich Co. National brands are now sold at lower discounts than private brands. The latter are bought by large distributors who, it is claimed, are in competition with unit stores taking only national brands. In this case too, there is a charge of illegal discrimination.

There also is a case against Champion Spark Plug Co. whose brand name products are sold by auto supply houses, while an unbranded plug is sold at a lower price to Montgomery Ward & Co. The complaint considers that this destroys competition.

In the Champion case, which was fully argued, there were other allegations, the arguments absorbing most of the massive volumes recording the hearings. The issue of national vs. private brands was treated as incidental. The Goodrich complaint was reinstated only a few months ago and no answer has been filed. Consequently, what the case may or may not establish can not be pre-judged. It is the United States Rubber Co. case, then, that will decide Commission policy.

### Basis of Defense

The United States Rubber Co. defense is as clear-cut as the allegation. It consists of a statement of costs. (The Robinson-Patman Act on which the complaint is based allows varying discounts only if they reflect differences in costs.) United States Rubber sets out to show that the difference between branded and unbranded lines is to be accounted for precisely by such cost factors. It agrees that its sales prices are as stated in the complaint and that the two groups of merchandise are of the same grade and quality.

United States Rubber took its costs, line by line, over sample periods. The

representativeness was not challenged. The cost study was exhaustive. The company broke down its advertising, brand by brand. The expense of advertising a given brand was allocated uniquely to that brand. What was not advertised at all bore nothing of this advertising expense. Institutional advertising, on the other hand, was prorated among all products.

The expenses of the sales force were broken down by the lines the salesmen pushed. The unbranded lines had been sold by the top executives and so carried lower sales costs than the branded lines did. Similarly, costs of calculating, writing and mailing invoices were broken down by lines. Unbranded products required little invoicing, as each bill was large and, in proportion to volume, documents were few. The big accounts ordered direct from the factory and were not billed for overhead on branch warehouses. The answer listed dozens of such cost factors, allocated in higher proportions to the national brands distributed by small stores.

#### Court Decisions

In earlier cases the FTC, substantially supported by the courts, eliminated nearly every defense against varying discounts except that of varying costs. That the top discount is offered to any one who can buy large quantities was wiped out as a defense in the case of Morton Salt Co. The frequent defense that the discriminations do not actually put anybody out of business was also thrown out. Courts agreed that differing discounts can be sufficient evidence of destructive competition. Consequently, the United States Rubber case may have consequences wider than a ruling only on private brands. It also may decide whether and how far a cost defense works. Because of the difficulty of costing sales, few such defenses have been entered in full detail.

Although the Commission is not directly on record in a case on private brands, it has sanctioned them in a statement of policy. In a study, "Case Studies in Distribution Cost Accounting for Manufacturing and Wholesaling," published in 1941, Acting Chairman W. A. Ayres said:

"Each business concern should carefully analyze its advertising programs before attempting to establish a costing system, as there generally will be many factors that require consideration. Advertising programs naturally are designed to apply to certain commodities and to appeal to certain classes of customers. Within each program there may be certain advertisements, or publications of an advertising nature, that apply to individual

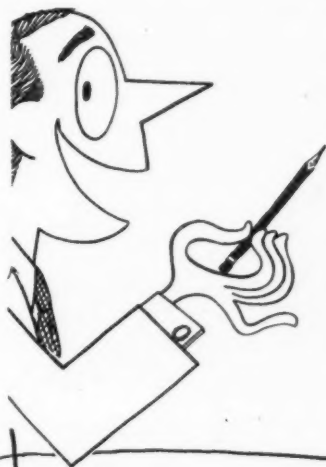
commodities, or to all commodities, and they may be intended to reach only a limited class of customers, or to appeal to all customers and potential customers.

"That is to say, that the advertiser may not intend to attract certain classes of customers or to promote certain commodities through advertising programs. Instead, those commodities may be promoted exclusively by personal contacts of sale representatives who call on only particular customer classes. Then of course, commodities manufactured under private brands usually are not advertised by the

manufacturer, and so may not be responsible for any of the manufacturer's advertising costs."

The statement seems to express Commission policy and is in accord with statements made when the Robinson-Patman Act was being drafted. A leading witness testified at the House hearing:

"Under the Patman bill as it stands the manufacturers are still free to put up their products under private brands, but if they do so for one purchaser, under his private brand, they must be ready to do so on the same terms relative to their competitive



## Here's how your dealers voted on these important questions

1. How long do you save trade publications for reference?
2. Do you tie in your merchandising with manufacturers' consumer advertising?
3. How many trade and general publications do you read regularly?
4. What percentage of the manufacturers' displays, printed matter, etc., supplied to you are actually used?
5. What proportion of your customers ask for your recommendation?
6. Do you pass on copies of the trade publications to your sales staff?
7. What percentage of your sales personnel read the publications you pass on to them?
8. What features in publication advertising are most helpful to you?
9. What proportion of your customers ask for a specific brand when purchasing?
10. What factors cause you to make a recommendation to a customer?
11. What proportion of your customers buy what you recommend?
12. What methods do you prefer manufacturers to use in keeping you informed about their consumer advertising?

**YOU'LL FIND SOME SURPRISING ANSWERS** in ABP's nation-wide survey of 355 dealers — answers which will give you a better understanding of the most important man in your whole sales set-up. Send for your copy today.

#### "Nobody Profits Till Something is Sold"

This 32-page booklet shows you how to help your dealers ring up more sales for your products. If you'd like a free copy, please check here . . . ☐

#### THE ASSOCIATED BUSINESS PUBLICATIONS 205 East 42nd Street, New York 17, N. Y.

Gentlemen: Please send me your summary of ABP's latest dealer survey.

NAME . . . . .  
COMPANY . . . . .  
ADDRESS . . . . .  
CITY . . . . . STATE . . . . .



# FORECASTING BUSINESS

## Is Our Business

From

**Newsweek**

AUGUST 1, 1949

### FORECASTS:

#### Who Says Depression?

Businessmen heard a reassuring prophecy last week: "It is clear that no major depression of the 1929-32 variety is in prospect for the next ten years."

The forecaster was Dr. Charles Frederick Roos, head of the Econometric Institute. "It is clear also," he predicted, "that there will be ups and downs and even a sharp decline. But even with such a decline, unemployment does not reach alarming proportions. . . . Business activity in the next ten years will continue at much higher levels than during any prewar period and therefore should mean relatively high volumes of sales and profits."

To support his forecast, Roos projected the Federal Reserve Board production index up to the year 1960 (see chart), asking only that he should be permitted a 5 to 10 per cent margin of error.

Business forecasters are almost as numerous as race-track tipsters. Was Roos any better than the others? On May 23 the National Bureau of Economic Research published an analysis of postwar forecasts. "Although one group of forecasts . . . erred disastrously," it said "there was another group that came remarkably close to the levels of employment and income in the postwar boom . . . This group included Dr. Charles F. Roos and the staff of the Econometric Institute." . . .

. . . The Institute has around 350 corporations as subscribers at fees of \$500 a year and up. One hundred of America's 200 leading companies are among its clients.

In the words of Waddill Catchings, a director of Chrysler and Warner Bros., "more than a tenth of business [volume] in the United States is conducted upon information supplied by econometrics."

*The Econometric Institute, under Dr. Charles F. Roos, its Director and Founder, has pioneered in the application to business problems of modern statistical techniques of analysis.*

*The Institute forecasts have stood the acid test of experience. It has successfully called the turns in the major economic trends of the past ten years.*

*The Institute offers your company a consulting service designed to help you make your important decisions on 1) sales potentials, 2) pricing policy, 3) demand and capacity analyses, 4) inventory and other important business problems.*

**For information write:**

### The ECONOMETRIC INSTITUTE

21 East 63rd St.  
New York 21, N. Y.  
TR 9-5100

costs for a competing purchaser under his private brand."

There were several other expressions of the same idea when the bill was being put together. Business management took it all for granted. Their attitude seemed to have been supported by Commission staff members who, in speeches before business and legal groups, repeatedly said that discriminations could be justified by solid figures showing variations in costs. Nevertheless, the FTC lawyers have brought complaints against companies that sell private brands cheaper.

### The Showdown

The United States Rubber Co. case probably will decide the issue. If the complaint is upheld, like charges will be made against other companies selling privately branded goods. Private brands will have to bear some of the costs, perhaps all, from which they now are free, depending on the terms of the decision. The cost justification also will be weakened for cases having nothing to do with private brands.

If United States Rubber Co. wins, the cost justification of varying prices will be substantially established in fact as well as in Commission handouts and speeches. In a buyers' market, this could have interesting results. Buyers might insist that the cost of billing, shipping, and warehousing their goods are below average. They may demand that these and other costs be segregated. Something like that has become possible with respect to freight alone by virtue of the famous basing-point decisions.

Commission lawyers confess that they are stumped on how far exact pin-pointing of discounts to costs can be carried on this side of utter horror. Meanwhile, United States Rubber's accountancy, they tentatively indicate, seems to stand up.

### 25c for TV, Beer's on House

A young fellow in Chicago is buying a television set on the coin payment plan. Friends and neighbors keep dropping in—to see a Western and then the fights. Almost invariably, he reports, before they go they'll drop a coin in the payment meter, remarking that they want to help pay for their entertainment.

They also have a child and hire a baby sitter regularly. The baby sitter drops a coin in the meter when the television juice is cut off. So they get some of their money right back.



## Chance of a lifetime!...

Don't think we use the phrase lightly! Consider... One \$10,000 a year family rates a charge account and a lot of respect in any store... Yet a million **SUCCESSFUL FARMING** subscribers in the 15 Heart states alone... averaged in '47 and '48 around \$10,000 in gross income—almost \$4,000 above the US farm average!... These farmers have had nine years of high productivity, prices, incomes... couldn't spend during the War years, paid off their debts and saved billions, spent billions since the War improving their businesses. Now the farm home and farm living is headed for new highs—in housing, furnishings, decoration, comforts and conveniences! These million high-income SF farmer subscribers represent a larger quality market than the whole country before the war!

**For you, too!...** If you have anything these top-income farm families need, now is the time to tell them... and **SUCCESSFUL FARMING** is where to tell them!... No list of general media duplicates or substitutes for SF, merely touches the market... and only **SUCCESSFUL FARMING** delivers the best of the national farm buying power... Get the facts about the farm home market today from any SF office... Des Moines, New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.

**Cherry and chintz** add warmth to a cold room...

**Private door mats** for rubbers and galoshes fit any size boots, don't leave pool on floor...

**Roll-around** tables, trays and kitchen cabinets lighten housework...

**Young look** for old house from skillful remodelling and redecorating...

**Sizzling supper** of ranch-style kabobs grilled on back yard barbecue...

**Dieffenbachias** are dramatic plants for home decoration...

**These are** just a few items and features from the October issue of **SUCCESSFUL FARMING**... representative of the informative ideas in any issue, which make SF indispensable as a source book for better living... as well as an authoritative guide and manual for the big business of farming among the nation's best farmers.





**YOU WON'T BELIEVE YOUR EYES...WHENOU**



# The South's Best-Loved Magazine Becomes The South's Best-Looking Magazine

It's going to be hard to believe what you see when the new January Holland's reaches your desk. What you'll see is going to please you—just as it is the more than a half million Holland's readers. You, like they, will be delighted with this modern new version of an old Southern favorite . . . with its new size, new format, new typography, new color quality, new paper stock, new editorial zest. With the coming of the new year, the best-loved magazine in the South is going to become the best-looking, best-read magazine in Southern homes.



**NEW SIZE!** The new Holland's will be easier-handling, easier to read—and its new 7" x 10<sup>3/16</sup>" type page size in 3 columns will be easier for advertisers to use without expensive plate changes!



**NEW FORMAT!** From one brand new cover to the other, Holland's is going to get a revamping that will make it a lot more attractive—a lot easier to read—and a lot more valuable to advertisers!



**NEW COLOR QUALITY!** Sparkling new color reproduction will give the new Holland's a fresh new look that will make readers sit up and take notice—that will give color ads the eye-appeal that they should have!



**NEW PAPER STOCK!** The new presses that will print Holland's make it possible to use finer machine-coated paper stock than ever before—no popular magazine in the nation uses better stock than the new Holland's will boast!



**NEW EDITORIAL ZEST!** New spice is being added to what's cooking in the editorial department of the new Holland's . . . new features . . . new writers . . . a new editorial outlook on modern Southern living!

In fact, about all that Holland's is going to keep of its old self is its place in the hearts of more than half a million Southern families . . . its generations-old reputation as a magazine written in the South, for the South . . . its terrific selling power in the rich Southern market!

The new HOLLAND'S is going to be a real eye-full—and when you see the January issue you're going to say "AYE," too!

*Use the New HOLLAND'S to carry your sales message to the New South.*

**Branch Offices:** 122 East 42nd Street, New York 17 • 333 North Michigan Avenue, Chicago 1 • 408 Forsyth Building, Atlanta 3 • 1523 Broad Street, Nashville 1. **West Coast Representatives:** Simpson-Reilly, Ltd., Russ Bldg., San Francisco 4 • Halliburton Bldg., Los Angeles 14 • 618 Second Avenue, Seattle.

YOU SEE THE **NEW**



THE MAGAZINE OF THE SOUTH

DALLAS, TEXAS

# Proctor Sells Secrets of Easy Laundering

BY TERRY ARMSTRONG



SIT-DOWN IRONING and proper arrangement of equipment are major features of the Mary Proctor ironing method. Time is saved and fatigue can be avoided.

There are a thousand of them and Proctor Electric Co. presents them in a richly illustrated, compact volume. Called the "cookbook of laundering" it is based on years of product research and on time and motion studies.

The Proctor Electric Co., Philadelphia, not only produces electric irons. It now makes and sells a complete package of ironing tools. And it doesn't stop there. It also sells an advanced and tested ironing method.

The objective behind Proctor's novel approach is to teach women a system of ironing that will leave them unexhausted and proud of their work. Such an approach, of course, provides a powerful promotional medium for Proctor-made equipment.

To accomplish its objective this well known manufacturer of electrical appliances has turned publisher and produced a 156-page manual called "Mary Proctor's Ironing Book." This volume presents the Mary Proctor ironing method which includes the use and correct arrangement of labor-saving devices and the proper handling of materials, garments and various household fabrics. In fact, it reveals 1,016 ways of making the arduous chores of home washing and ironing easier.

The new manual officially makes its

bow this month through selected Proctor distributors, selected key department stores, appliance dealers and the Proctor Information Center. It will retail at \$2.95 when sold separately. By December it is expected distribution will be nation-wide. The complete ironing package includes steam iron, ironing board, pad and cover and Cordminder, and when a customer buys this package of ironing tools the manual is given to her with the compliments of the company.

## Advertising Plans

Until the first of the year at least, consumer advertising of the book (and the new Proctor steam iron) will be kept on a dealer cooperative basis. However, the company is advertising and intensively merchandising the manual via educational channels; that is, home economics teachers, consultants and editors are being introduced to this "cook book of laundering." Advertisements are appearing in such publications as *Forecast*, *What's*

*New in Home Economics*, *Practical Home Economics*, and *National 4-H News*. Furthermore, to home economics teachers and leaders of 4-H Club groups the book will be available through the Proctor Information Center, New York City, at the special price of \$1.25.

Because the entire plan resolves into an educational project it is easy to see why Proctor directs its first promotional emphasis toward those women who teach, demonstrate or disseminate news about products and methods which make for better and more efficient homemaking. In all, there are approximately 25,400 home economists in the country and their indorsement of a product or a new approach to a homemaking job cannot be minimized. A breakdown of the group is about as follows:

Teachers	20,000
Home demonstration agents	2,500
Utility consultants	1,500
Editors and independent consultants	1,400

At the convention of the American Home Economics Association in San Francisco last July Proctor made a strong impression with the ironing package and the Mary Proctor Ironing Method. The caliber of the company's public relations activities at this

(Continued on p. 120)

# SOMETHING MISSING



...like California without the

## Billion Dollar Valley of the Bees



DON'T COME into California the hard way. Nowadays you can drive, fly, or ride the train. Whichever way you come in, the view of the Sierra is still a stopper. Mountains, forests, lakes, and far below — a valley nearly 500 miles long. That's California's great inland market — the Billion Dollar Valley of the Bees . . . where buying power nets 2½ Billion . . . and food sales alone are twice as high as San Francisco's.\*

Yes, you can't miss *seeing* the Valley. But you do miss *selling* it if you rely on outside newspapers. Valley people, remember, live well inland from the coast . . . naturally prefer their own *local* papers. The buy for you, then, is the three McClatchy newspapers — The Sacramento Bee, The Modesto Bee and The Fresno Bee. *Only* with them — can you adequately cover the Billion Dollar Valley.

\*Sales Management's 1949 Copyrighted Survey

### McClatchy Newspapers

National Representatives . . . O'Mara & Ormsbee, Inc.  
New York • Los Angeles • Detroit • Chicago • San Francisco



THE SACRAMENTO BEE  
THE MODESTO BEE  
THE FRESNO BEE



# POWER



## **Grand Coulee Dam** ... world's greatest source of electrical power!

Installation of man's largest hydroelectric generators, during 1949, moved Grand Coulee Dam into position as the undisputed world leader in electrical power generation. When in full operation in 1951, the plant's full complement of 18 mammoth generators will each be capable of producing \$5,000 worth of electrical energy in a single day.

Located in the Spokane Market the giant plant provides huge blocks of power for Pacific Northwest farms, homes and industries; and will drive the world's largest pumps serving the huge Columbia Basin Irrigation Project.

# IT ON!

## ... in the Spokane Market

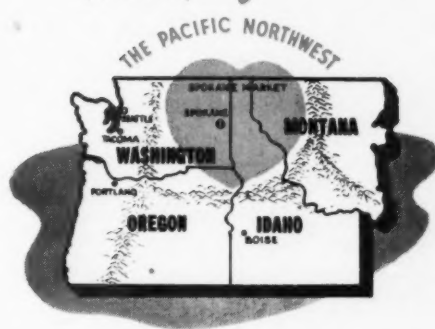
Put The Spokane Dailies On Your "A" List  
For More Sales In The Pacific Northwest

You turn a greater share of the Pacific Northwest's immense buying power your way when you put your advertising to work in the Billion Dollar Spokane Market. This rich market is unique. Composed of parts of four states, and as large as New England, the Spokane Market—heart of the Pacific Northwest—is distant from and independent of coastal influence. Surrounded by giant mountain ranges on all four sides, the Spokane Market produces and buys more than any strictly city market of a half million. Net buying power exceeds a billion dollars and retail sales top the 900 million mark.\*

To sell more in the Pacific Northwest—whatever your product—tap the responsive buying power of the Spokane Market with an "A" schedule in The Spokesman-Review and Spokane Daily Chronicle. Long-established and widely read, they alone do the job, and do it right.

\*Sales Management's 1949 Survey of Buying Power issue

*Heart of*



### Helpful Factual 1949 Consumer Analysis Available - Now!

Send for your copy of the 1949 Consumer Survey of the Spokane Market. Conducted by R. L. Polk & Co. this study, which is the third comparative report, provides live consumer statistics you will use for months to come. Address your request to the General Advertising Division.

### THE SPOKESMAN-REVIEW

MORNING

SUNDAY

### Spokane Daily Chronicle

EVENING

SPOKANE, WASHINGTON

Combined Daily  
**CIRCULATION**

Now Over

**150,000**

**81.84% UN-duplicated**

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago, Detroit,  
Los Angeles, San Francisco. Color Representatives, SUNDAY SPOKESMAN-  
REVIEW Comic Sections: Metropolitan Group.

OCTOBER 15, 1949

(Continued from p. 116)

important event is revealed in the following advertisement which appeared in the *Journal of Home Economics*, the official organ of the A. H. E. A.

Dear AHEA Conventionists:

Do you want to look as fresh as a daisy at the convention? We want to help. If you have pressing problems while "living out of a suitcase," simply call the housekeeper of your hotel and ask for the loan of a Mary Proctor Ironing Package. It contains everything you need for pressing your travel-weary clothes and it's yours for the asking. There will be no charge for this service. Please accept it with our compliments.

Cordially,  
Mary Proctor

P. S.: Don't forget to stop by Booth 138 to see a demonstration of the Mary Proctor Ironing Method. It is based on work organization. With it you can save yourself 50% of your energy and time. Then, too, you will want to see our new Never-Lift steam and Dry Iron and our new adjustable all-steel Hi-Lo Ironing Table. Mrs. Mary R. Riedel, director of the Proctor Information Center, and Mrs. Dorothy Huse, our western representative, will be on hand to greet you.

The manual itself is no dull textbook. Bound in cheerful blue, red and white cover, it is alive with photographs and line drawings and the typography is chiefly in 12 and 10 point type. In all, there are 400 step-by-step pictures and diagrams. It succeeds in carrying the reader at a merry pace through all the problems she faces in achieving a "spic and span" look for herself, her family, her table and her home. It carries her from the pile of soiled clothes to the final arrangement in the closet includ-

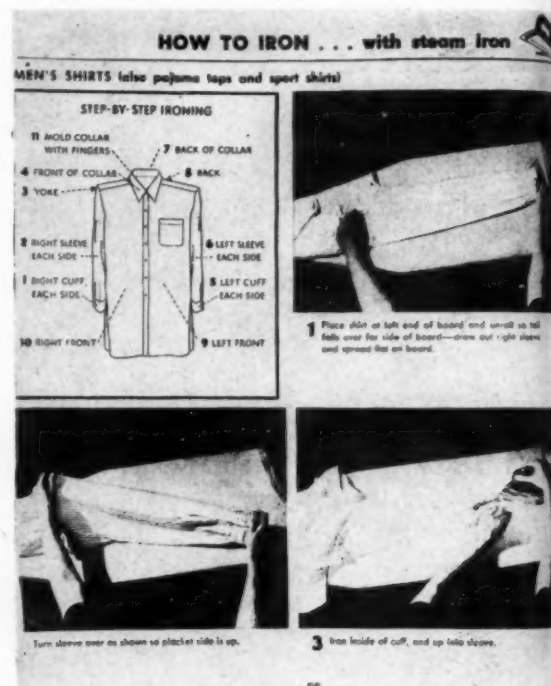
which is attached a bulb-shaped light blue plastic reservoir weighing only four ounces. This fits easily on the back of the iron and makes instantaneous steam when the iron is flat on the board.

The Hi-Lo Adjustable Ironing Table can be raised or lowered nine different positions (to suit one's own height) at the flip of a finger. It is especially made for comfortable ironing while seated. Special offset leg construction permits plenty of knee room beneath the board. Bars instead of feet compensate for its off-center construction and a special swivel foot

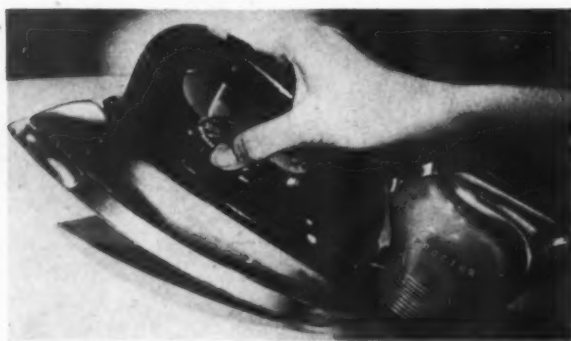
to taper sharply. It has been made extra wide for easy ironing. The top of the table is much smaller than conventional boards and makes for easy ironing around shoulders and for pressing baby clothes. A storage lock keeps the board closed when not in use. Only three and a half inches in width is all that the board requires in the storage closet.

The Cordminder keeps the iron cord up from one's work and also allows one to iron more comfortably where there are light and air. It also permits the operator to iron the full length of the board without any con-

More



STEP-BY-STEP PICTURES and explicit directions show the housewife how to achieve the best and quickest results for every garment.



COMBINATION STEAM AND DRY IRON is a self-lifting iron specially made to receive the plastic reservoir attached to the back of the iron. It need not be detached for dry ironing unless one so wishes.

ing even architect's specifications for making the most of storage space.

It deals with the big problems of the family wash and the smaller but equally important ones of the "wash bowl laundress."

It graphically presents the advantages to be enjoyed with the tools which make up the Mary Proctor Ironing Package. The new Never-Lift Combination Steam and Dry Iron is a regular lightweight iron to

underneath the tapered end of the board accommodates it to any unevenness in the floor. Non-skid, non-marking rubbing feet prevent skidding or marking the floor.

The top is a single piece of ventilated steel pleated for strength and permits expansion and contraction of the metal under heat. The new table is guaranteed against warping. The board, which is 54 inches over-all, goes a full 36 inches before it begins

interference and the extra length of cord provided by the Cordminder (into which the iron plugs) lets her move the ironing board over a much wider area. The device folds and clips onto the ironing table for convenient storage.

The matter of laundry equipment is thoroughly covered and the section about water even shows how one may determine the degree of hardness in local water. Soaps, detergents, bleaches, bluing and starches—all have sections devoted to them as do the correct ways to soak, wash, rinse and even boil fabrics should the articles be laundered demand it.

Brand names appear frequently throughout the book. "Brand names are so much a part of our vocabulary that it seems only sensible to use them in the manual," the author points out. "There is no collusion with manufacturers. Certain brands are recom-





# AL/BPM does it again!

*Increases its Leadership*

in the Building Products Distribution Field

★ IN CIRCULATION

★ IN CIRCULATION GAINS

★ IN RENEWAL PERCENTAGE

More than ever the Mightiest Sales Force, Man or Magazine, in the Building Field—**The Building Industry's Salesman**

## LEADERSHIP IN COVERAGE

By its six month gain of 1,365 to a total net paid circulation of 23,250 AL/BPM further strengthens its leading position as *The Industry's Salesman* in this huge \$7,000,000,000 market served by dealers.

AL/BPM is growing faster than any other paper in the lumber and building distribution field—by far the largest circulation in the history of the field. And the most effective coverage of top-rated dealers and wholesalers.

Your advertising in AL/BPM has greater sales power than ever before.

- **Largest circulation—most complete coverage of leading dealers.**
- **More advertising for your dollar—lowest cost per page per thousand net paid in the field.**
- **Greater reader responsiveness—steadily increasing renewal percentage.**

For profitable advertising to dealers in the building field in 1950 and for the final 1949 year-end sales punch, use the powerful selling influence of *The Industry's Salesman*. It can do the job!

## COMPARE CIRCULATION GROWTH

As Shown in ABC Statements, Dec. 31, '48 and June 30, '49

	AL/BPM Circulation	2nd Paper Circulation	AL/BPM Leads 2nd Paper by
<b>Dealers</b>			
June 30, '49...	19,248	17,423	10.5%
Dec. 31, '48...	17,820	17,104	4.2%
6 mo. gain.....	1,428	319	
<b>TOTAL</b>			
June 30, '49...	23,250	20,816	11.7%
Dec. 31, '48...	21,885	20,276	7.9%
6 mo. gain.....	1,365	540	

## COMPARE CIRCULATION RENEWALS

A true test of readership and dealer interest

	AL/BPM	2nd Paper
June 30, 1948.....	74.60%	73.81%
Dec. 31, 1948.....	75.10%	72.54%
June 30, 1949.....	78.35%	72.21%

### Get This New AL/BPM Media File

It contains detailed information about the building market, distribution factors and AL/BPM media data.

### 1950 AL/BPM DEALER PRODUCTS FILE

to be issued April 8, 1950

The largest, most comprehensive and practical products reference and directory for buyers published in the industry. Kept and referred to all year by dealers. Write for full details.

**AMERICAN LUMBERMAN and BUILDING PRODUCTS MERCHANDISER**



139 N. CLARK ST., CHICAGO 2, ILLINOIS

PUBLISHED EVERY OTHER SATURDAY





## SALES MEETINGS

Sales meetings individually planned to suit your requirements and fit your budget—all-inclusive price determined in advance!

- Reasonable prices
- Air-conditioned accommodations for 25 to 600
- Efficient staff
- Delicious food, prepared to your specifications
- Convenient mid-town location
- Trains, tubes, subways, parking lot nearby

For further information call New Yorker Banquet Manager Mr. McDonnell, LOngacre 3-1000. No obligation, of course.

**HOTEL**



Frank L. Andrews  
President

34th St. at Eighth Ave., N. Y. 1, N. Y.

## Attentive Readers...



• We sponsored a Ski School last winter—and, the first day, we had to find a bigger hill.

Ten thousand boys participated in the Junior Pentathlon we sponsored last spring.

Response was likewise overwhelming to our Golf Clinic, our \$50,000 Vacation Contest, our Forum on Home Decoration, and many other recent activities.

That's why we know we have attentive readers — and there are 83,887 families of them!

*\*Publisher's Statement, March 31, 1949*

## The Salt Lake DESERET NEWS

Serves the Mountain West—  
Daily and Sunday

National Representative:  
Cresmer & Woodward, Inc.

mended only because they have been tested and approved by experts in each field. Only those brands which can be purchased in any part of the country are included."

Complete information is given on steam ironing and the reader learns what a steam iron can do and cannot do. The book contains a host of helpful hints. For instance, one may learn how new life may be given a limp veil, and suede shoes and purses be freshened up with a steam iron. How pillows and feathers may be washed is also explained.

The manual climaxes years of research into laundry methods and into the needs of women in both urban and rural communities.

It is claimed that the ironing method presented in the book is the only method that can be successfully used for sit-down ironing as it permits the woman to iron those hard-to-get-at places without "running around the board" as most women do.

While time and motion studies played an important part in the development of the method it was decided to conduct a final experiment to prove that women could learn the method from pictures and drawings.

most seven hours per ironing, in only three weeks time.

Mrs. R., wife of an accountant, cut the ironing time for her entire laundry by one-third after practicing only three ironing days.

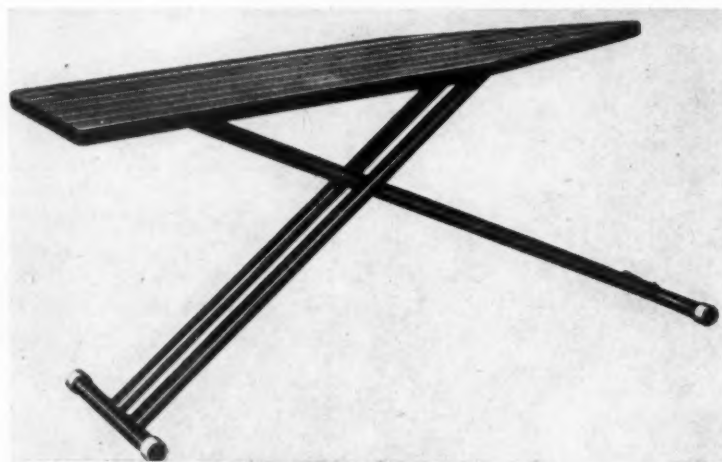
Mrs. A., wife of a construction steel worker and the mother of an infant son, found that after three weekly ironings under the new method she saved three-quarters of an hour.

Mrs. T. did not like to sit down and iron, so she did not save as much time and energy as the other three women. However, even she cut her two hours and 45 minutes of weekly ironing by 12 minutes.

During the test all four women used an iron that does not have to be lifted. At the end of the test, they used an iron that had to be lifted. Even with this handicap they still saved time by using the Mary Proctor method, though savings were not as great as with the self-lifting iron.

These four case histories are incorporated in the manual and serve as an introduction.

According to Mary Proctor who compiled the book and conducted the



**NEW IRONING TABLE** permits a woman to sit at it as she would at a desk. Special offset leg construction provides plenty of knee room. It can be raised or lowered to nine different positions. Top is a single piece of ventilated steel.

Four women in a town in Florida were selected for the three-week experiment. None of these women received any personal instruction but were guided solely by a set of photographs. Each woman was timed doing her ironing before and after learning the Mary Proctor method.

Most spectacular results were obtained by Mrs. O, mother of five young children. She succeeded in cutting her sprinkling, folding and ironing time from 13 hours, 42 minutes to six hours, 57 minutes, a saving of al-

research, women for generations have been taught to cook and to sew. Up until now, however, they never have been taught ironing. It always has been assumed that because they were women they knew how to iron. Therefore ironing has been one of the most wearing chores and, as surveys reveal, woman's most disliked task.

Now with the Mary Proctor Ironing Book the Proctor Electric Co. is campaigning to show women what modernized tools plus the knowledge of the right way to iron can mean.

## Program for Expanded Ohio Sales Confab

The annual conference of Ohio sales managers will have broader scope this fall. The "Conference of Sales Managers" has grown in popularity to become one of the regional conferences of the National Sales Executives, Inc.

The conference this year will be held at The Neil House, Columbus, O., November 10. The program, announced by Dr. H. H. Maynard, The Ohio State University, is as follows:

First session: "Let's Tighten Our Belts," by Frederick B. Heitkamp, vice-president, American Type Founders, Inc., Elizabeth, N. J.; "Management Looks at Distribution Costs," by Howard C. Greer, Kingan & Co., Indianapolis. The moderator is to be R. A. Mayne, president, The Sales Executives Club, Dayton.

Second session: "The Man in Management," by Dr. Kenneth McFarland, superintendent of schools, Topeka, Kan. At this luncheon session, the presiding officer will be Arthur R. Sievert, president, The Sales Executives Club of Cincinnati.

Third session: "The Marketing of Consumer Goods." Directing this session will be R. A. Kolb, The Sales Executives Club, Cleveland. The two main topics are:

1. "How Sales Managers and Their Salesmen Can Best Work with Buyers of Consumer Goods." The speaker is to be Charles H. Kellstadt, general merchandise manager, Sears, Roebuck & Co., Chicago.

2. "The Supervision of Salesmen of Consumer Goods." This topic will be discussed by a panel from The Sales Executives Club, Detroit. Speakers will be: F. A. Sansom, sales manager, Chamberlin Company of America, Detroit, who will act as moderator.

Herbert Estes, president and general manager, Herb Estes, Inc., Belleville, Mich., (Ford dealer).

George B. Finch, vice-president in charge of sales, Jam Handy Organization, Detroit.

S. R. Langs, district manager, Royal Typewriter Co., Detroit.

Willis E. Morgan, sales manager, Burroughs Adding Machine Co., Detroit.

Special attention will be given to "The Marketing of Industrial Goods." At this session, Richard Robbins, president, The Sales Executives Club, Pittsburgh, will preside. Subjects for discussion are:

"How Sales Managers and Their Salesmen May Best Work with Buy-

ers of Industrial Goods." The speaker: L. A. Murphy, division purchasing manager, The Goodyear Tire and Rubber Co., Akron.

A panel will handle the topic, "The Supervision of Salesmen of Industrial Goods." Members are from The Sales Executives Club, Toledo. They are:

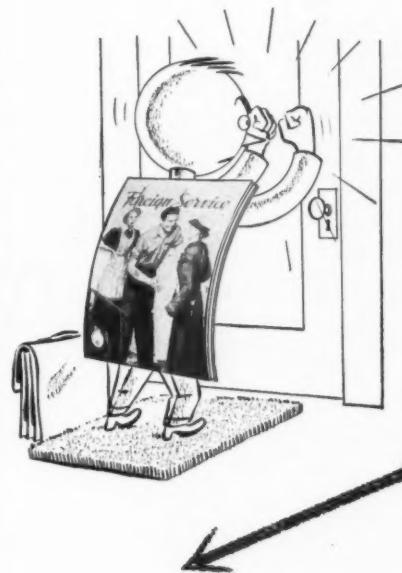
Charles S. Dennison, assistant general sales manager, Willys Overland Motors, Inc.

J. M. Johns, general manager industrial sales, Libbey-Owens-Ford Glass Co.

G. H. McGreevy, vice-president in charge of sales, Textileather Corp.

K. J. Solon, manager, sales control division, Owens-Illinois Glass Co.

Fourth session: "Nothing Happens Till Somebody Sells Something." This is the subject of the address by Arthur H. (Red) Motley, chairman of the board, N. S. E., and president, Parade Publication, Inc., New York City. Presiding at the banquet is to be C. C. Knox, sales manager, The Real Silk Co., Indianapolis, and a director of N. S. E.



## Foreign Service

(THE V. F. W. MAGAZINE)

## Hits Home to 1,000,000 Loyal Readers

Your message is read when it appears in *Foreign Service* because this lively magazine keeps reader-veterans informed on affairs close to their hearts. *Foreign Service* is the only magazine that regularly features action stories reminiscent of their own experiences in the Armed Forces overseas. That's why your advertising message, like every editorial feature, gets plus attention from the veteran and his family.

You get mass circulation, too, with *Foreign Service*. All home-delivered, it has A.B.C. guaranteed circulation of 1,000,000. Surveys prove readership is well over 3,000,000 per issue.

This readership is not limited to men only. *Foreign Service* is enjoyed by

wives and parents of subscribers as well. Products of exclusive feminine interest show good returns in actual sales. Progressive young families who read *Foreign Service* are in the market for consumer products of every description. They comprise a multi-billion dollar market!

Many wise advertisers long ago discovered the power of *Foreign Service*. The list includes all types of consumer advertisers, schools, specialty advertisers and numerous mail order companies. For specific information on the V.F.W. market, please write or phone.

*Foreign Service*, the V.F.W. magazine, gives its readers editorial features and information they can't find elsewhere.

Founded in 1913



# Foreign Service

THE V. F. W. MAGAZINE

MEMBER AUDIT BUREAU OF CIRCULATION  
Broadway at 34th, Kansas City 2, Missouri

#### REPRESENTATIVES:

Dan B. Jesse, Jr., and Associates, 10 East 43rd St., New York 17, N. Y. • Renick Averill, 427 West Fifth St., Los Angeles, Calif. • William M. Price, 617 Montgomery St., San Francisco, Calif. • Raymond J. Ryan, 35 East Wacker Drive, Chicago 1, Ill.



## INTENSIVE NATIONWIDE SURVEY AMONG READERS OF

# The Saturday Evening Post

**F**OR YEARS advertisers have sought the answer to the most important media question of all: "What happens to a magazine *after* it enters the home?" Now at last the answer begins to take shape—from the findings of a new, intensive nationwide reader survey.

In this comprehensive survey readers reveal exactly what they think of the leading weekly magazines...how they read them...how they react to their advertising pages.











The most precise survey technique known to science—"Area Sampling"—was used to obtain this information. It is the same technique used by the Bureau of the Census for its estimates of the national population. So accurate is this new survey that, in estimating the total U. S. population of ten years of age and over, the reader survey varies from the U. S. Census estimate by only 1.46%!

The findings of this nationwide reader survey are now available in an absorbing presentation called "The Measure of a Magazine." Every advertiser will want to study it. For, not only does it contain a wealth of information about magazine households and magazine readers. It also shows scientifically what successful advertisers have known instinctively for years:

- that, while The Saturday Evening Post is a big magazine, entering more than four million homes each week,
- and while these homes represent the very cream of America's families,
- the Post's biggest dimension lies in the belief, the respect, the real affection readers have for it.

That is why businessmen place more advertising in the Post than in any other magazine!

### Readers spend more time with the Post

POST	  	2 HRS. 54 MIN
LIFE	 	1 HR. 35 MIN
COLLIER'S	  	2 HRS. 38 MIN
LOOK	 	1 HR. 35 MIN

Average time spent with one issue—total readers

### Readers return more often to the Post

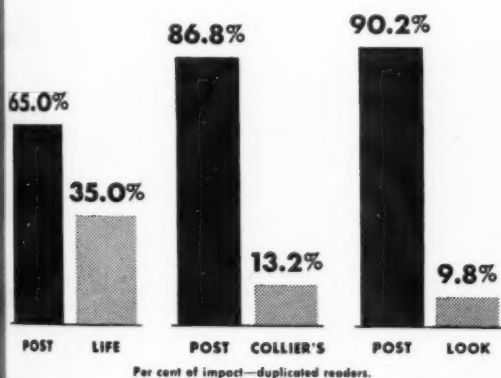
POST	POST	POST	POST	POST	4.91 TIMES
LIFE	LIFE	LIFE	L		3.22 TIMES
Collier's	Collier's	Collier's	Collier's	Co	4.36 TIMES
Look	Look	Look	Lo		3.43 TIMES

Average number of times picked up—total readers.

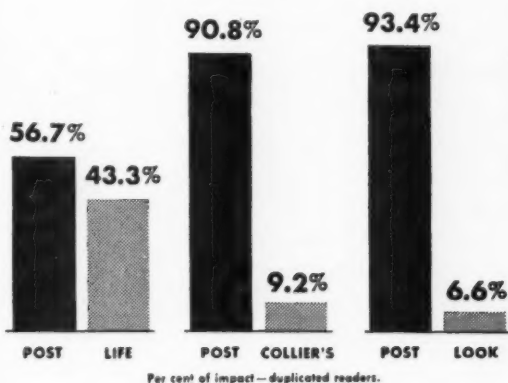
DEF FOUR LEADING WEEKLY MAGAZINES SHOWS WHY

# Post is the leader

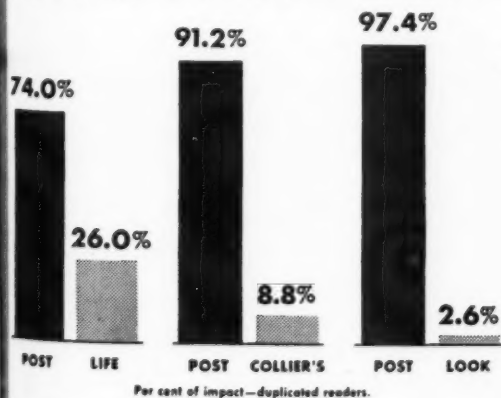
**Readers believe the Post is more reliable**



**Readers pay more attention to advertising in the Post**



**Readers have more confidence in products advertised in the Post**



The facts from this intensive survey are contained in an absorbing presentation entitled:

## "THE MEASURE OF A MAGAZINE"

Before you spend another advertising dollar, be sure to see it. Contact your nearest Saturday Evening Post representative.





**NOVELTY CLOCK:** The Shmoo, still mute, of course, is now equipped with dial and hands on his tummy and a 30-hour clock movement for innards. The time-piece is available in pastel plastic. Lux Clock Manufacturing Co.

## Designing to Sell



**NEW CONTAINERS:** Bradshaw & Sons are now packing Three Bears Honey in a private mold fluted glass which reflects the light and brings out the golden brilliance of the product. The spout is large enough for the insertion of teaspoon, small enough for pouring.



**PACKAGING INNOVATION:** Golden State Co., Ltd. is introducing its new "Cream O' Gold" Ice Cream in a rich gold-foil carton. The company feels that quality of product can be inferred by the box.

**PROTECTION FOR OUTDOOR FURNITURE:** Well-tailored covers of green Vinylite plastic film are equally useful for protecting furniture against rain and the other elements as well as for keeping it clean in storage. Product of Crawford Mfg. Co., Inc.



This mailing piece went to market

These mailing pieces stayed home



*Are you sure your direct mail is MAILED?*

There are two ways to handle dealer help direct mail. One will assure that your mailing pieces reach the market—the other may result in your mailing pieces NOT being mailed at all.

Ask your dealers to take care of all handling and mailing details and the mailing pieces you supply are apt to wind up under the counter to gather dust.

But give them a program that relieves them of all work and you get the dealer cooperation you have a right to expect—your direct mail hits the

mark at the right time—and your promotional dollar is fully accounted for.

The Donnelley method of handling the entire campaign—creating and printing—supplying the lists—imprinting—addressing and mailing—has been proved by many of the nation's advertisers as the most efficient, most economical plan for dealer direct mail promotion.

To get the full story on a Donnelley-produced campaign, get in touch with your nearest Donnelley office.

## THE REUBEN H. DONNELLEY CORPORATION

350 E. 22nd ST.  
CHICAGO 16, ILL.

305 E. 45th ST.  
NEW YORK 17, N.Y.

727 VENICE BLVD.  
LOS ANGELES 15, CALIF.

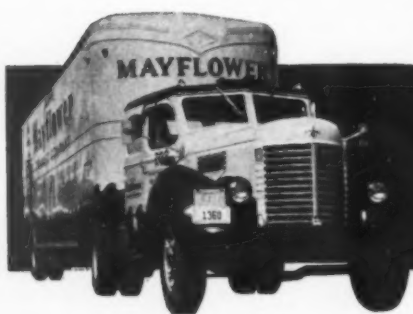
a Check  
in Time!



## It Takes A Preventive Maintenance Plan Like MAYFLOWER'S to Provide DEPENDABLE SERVICE

► When you order Mayflower service you are assured there will be no delay in transit. That's because Mayflower vans are kept in good mechanical condition through a preventive maintenance system. The vans are continuously checked and completely overhauled periodically. Such precautions are essential to safe operation and elimination of mechanical breakdown. Another reason why it pays you well to standardize on Mayflower—the fleet that has no tailgates!

**AERO MAYFLOWER TRANSIT COMPANY • Indianapolis**



Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.

**AERO  
Mayflower**  
NATION-WIDE FURNITURE MOVERS  
*America's Finest*

## New Books for Marketing Men

Books reviewed or mentioned in this column are not available from **SALES MANAGEMENT**. Please order from your book store or direct from the publisher.

**The Birth of a Salesman.** By H. K. Dugdale. Published by The Kirkley Press, Towson, Maryland. Price, 25c.

Here's another of Mr. Dugdale's meaty little sales pamphlets. He's taken "Death of a Salesman," as his inspiration but turned the tables. "The Birth of a Salesman," says author Dugdale, occurs on the day the salesman wakes up to the fact that he is not "merely a glad-handing order-getter, but an important, respected factor in business for the simple reason that what he is selling is of genuine value and benefit to the person who buys it." From this point on, Mr. Dugdale stresses the factors which make a good salesman, how to get them, what to do with them after you've got them.

**General Description and Procedure for Display Test.** Published by Association of National Advertisers, Inc., 285 Madison Ave., N. Y. C. Price, \$2.50, plus N. Y. C. sales tax of 2%.

This is a description of a technique, developed by John F. Kurie, vice-president of ANA, to enable advertisers to test the relative sales effectiveness of point-of-purchase advertising displays. It involves continuing checks in two or more comparable retail outlets in which the displays to be tested have been installed. Test period can vary from six to 12 weeks, is adaptable to most product classifications.

**Fourth Report to Congress of the Economic Cooperation Administration.** Published by Superintendent of Documents, U. S. Government Printing Office, Washington, 25, D. C. Price, 35c.

This report covers the period January 1—April 2, 1949. Part One covers the European Recovery Program. Part Two covers Far Eastern Aid Programs. Appendixes cover statistical indicators of recovery progress in Western Europe, ECA Finance Supply Program for Europe, counterpart funds, status of the U. S. foreign relief program, and fiscal statements.

**Standards and Labels for Consumer Goods.** By Jessie V. Coles. Published by The Ronald Press, New York. Price, \$5.00.

Today the usage of standards and informative labels for consumers' goods is steadily increasing. Consumers have begun to look for such labels, often shun goods which do not have them. This book is a detailed examination of the present day status and a history of the development of standards and labels. The book is divided into seven parts—Part One, for instance, discusses the position of consumers as buyers and the gradual development of consumer interest in their problems. Others deal with usage of standards by producers in making, distributing and describing consumers' goods, grade labeling of consumer goods in the United States and Canada.



**PULLING**

# POWER

**In marketing areas that account for 1/2 the total U.S. retail sales.**

If an advertisement is to pull, it must reach families that buy. The families in 14 states in the First 3 Markets area account for over one half of all the U. S. retail sales. First 3 Markets group reaches 42% of all these families.

*the group  
with the  
**Sunday  
Punch***



**New York Sunday News  
Chicago Sunday Tribune  
Philadelphia Sunday Inquirer**

*Rotogravure • Colorgravure  
Picture Sections • Magazine Sections*

New York 17, N. Y., News Building, 220 East 42nd Street, VAnDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043  
San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 13, Cal., 448 So. Hill Street, MICHigan 0578

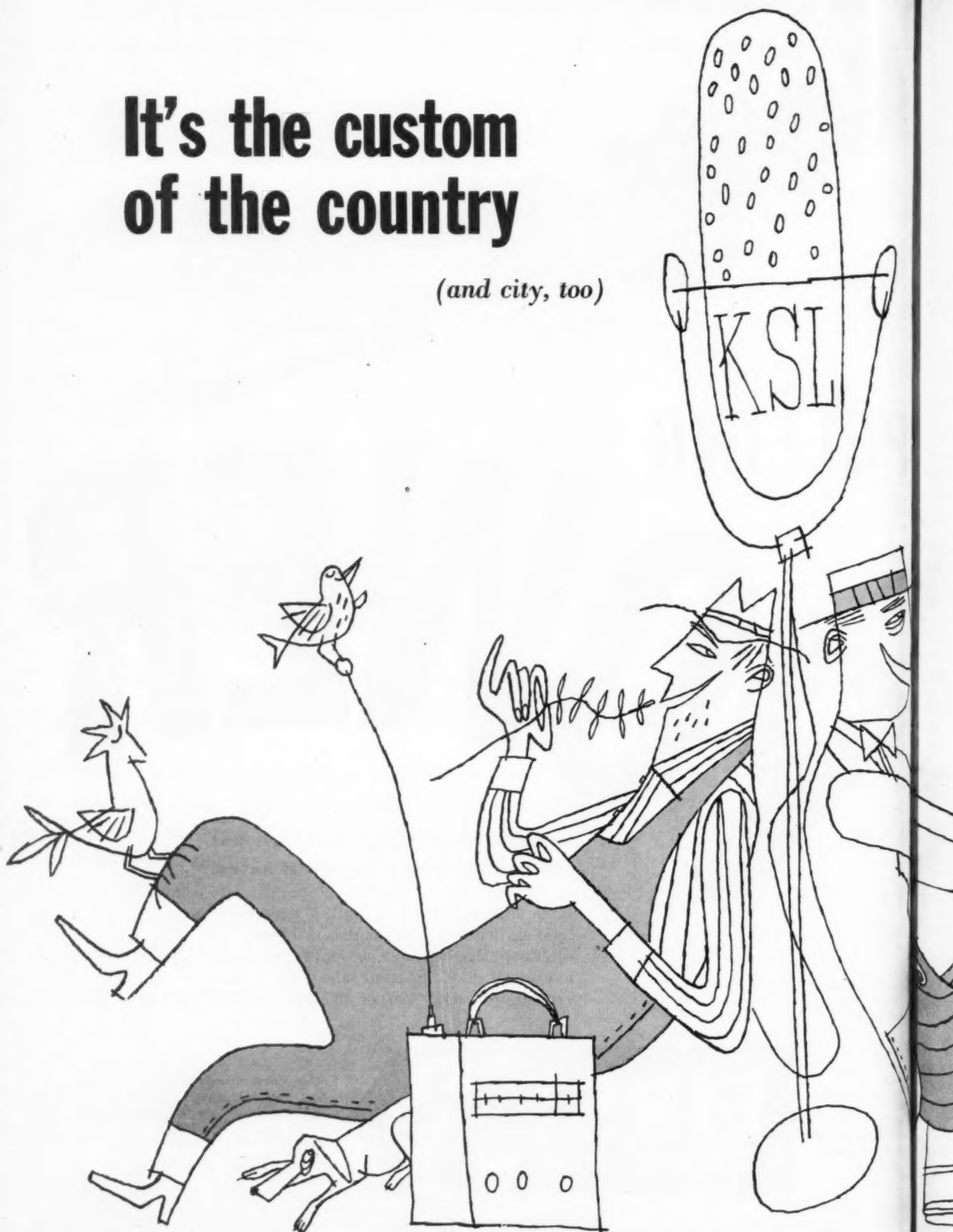
OCTOBER 15, 1949

129



# It's the custom of the country

*(and city, too)*



IN SALT LAKE CITY, KSL delivers the biggest audience throughout the entire week. An average rating of 11.4! 34.9% of all listeners!

IN 73 "OUTSIDE" COUNTY UNITS, KSL also captures the lion's share of the week's listeners. An average weekly rating of 9.4! 32.2% of the audience!

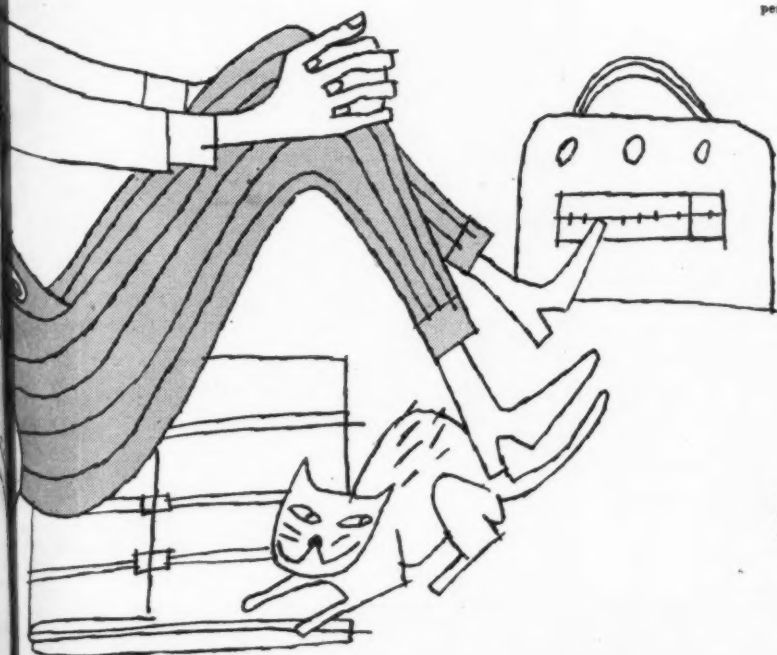
### Throughout ALL Intermountain America . . . .

KSL is far ahead of all other stations *and regional networks*. Commands an average rating of 9.9 . . . 32.9% of all listeners all week long!

These are the significant facts culled from the KSL Listener Diary, the most complete study of listening habits ever made in KSL's BMB Audience Area\* — a market where one million people buy one billion dollars worth of retail products a year. This new Listener Diary proves conclusively that in Intermountain America most people (country-folk and city-dwellers alike) make a habit of listening most to KSL.

To get customers in Intermountain America, follow the custom of the country . . . and city, too. Use KSL: *for KSL costs less per customer than any other station or regional network.*

\*Conducted throughout KSL's BMB 50-100% day-night common coverage area, by independent, impartial Benson & Benson, Inc.



**KSL** SALT LAKE CITY

50,000 WATTS • CBS

Represented by RADIO SALES



# Is It Time to Quit Dreaming That We Can Hire "Born" Salesmen?

BY DUDLEY TAIT

Assistant Manager, Floor Covering Division  
The Paraffine Companies, Inc.

Maybe it is. Faced with the necessity for finding qualified sales manpower for the Floor Covering Division, Paraffine Companies looked at the crop of young men, found no buyable experience. So they hired 'em green and bright, and trained 'em to the specifications of the job at hand.

Before the war, training new salesmen was mainly a matter of product training and education in the policy and objectives of the company. In 1946 when we were planning increased production for post-war demand and the expansion of a sales force, we were faced with a new manpower problem: The men on whom we must draw for training material were totally inexperienced in business or sales.

Formerly we were able to employ as salesmen young men in their late twenties or early thirties, above average in education and personality. They also had several years' experience in wholesale selling. They had already proved their aptitude for our type of selling and it was a simple matter to teach them the floor covering business. When we started to expand in 1946 men of this caliber were no longer available. Those men who had not been in the services were too well established to be interested in making a change, and young war veterans were innocent of the business world. We knew we had to start from scratch to train salesmen.

We set up what came to be called our Sales Candidate Training Program which developed into a comprehensive course in wholesale selling. Starting at the factory, it took in all pertinent phases of head office operations and was completed in the field.

Early in the Fall of 1946 we sought out the best raw material we could find. For the most part, the men chosen were those whose college careers were completed just prior to the war or interrupted by it. These men were drawn from various parts of the country and were picked by our five regional managers. There

were two main reasons for this:

First, in the Floor Covering Division, all responsibility and authority for field marketing is delegated to five regional managers. We could not hold these managers responsible for the results obtained if at some time they did not have authority to select their sales forces. In a sense, they "sub-contracted" to us at head office preliminary training of their new men. Sales candidates were employed with an ultimate assignment in mind.

The second reason for not employing local men for national assignments was that in past years we had had too much difficulty moving men

and their families about the country and keeping them happy. However much a man may desire experience in other places, he usually wants to return to his home ground and believe there is no place like it.

To give close personal attention to each sales candidate, we tried not to have more than one, two at most, in training at the factory and head office at one time.

The man was told he was on probation during the training period. The company was under no obligation to continue if he proved unsuitable. He was given a moderate salary and his transportation was paid. If he had a family, an adjustment was made for living expenses during training. If he had no family an expense allowance was worked out according to his requirements.

Training started at the factory. The program there was carefully worked out between the factory management and the sales department, so as not to burden the candidate with a lot of technical data. Instead, we

WHERE THE MACHINERY ROARS: Factory training is particularly valuable to neophytes, the Paraffine management believes, because it gives the men confidence and a sense of authority. Study of production processes develops a storehouse of facts which aren't apparent to the naked eye.





# MONETT, MO.

Capital of a Million Dollar Strawberry Patch!



Yes, in Monett, businessmen are extremely conscious of the annual strawberry harvest. Farmers and townsmen work together on an item of mutual interest . . . getting the ripe berries to market without delay.

Town and farm work together. Here K. G. Meuser, Monett newsman, hears William Davis, young dairyman of the Monett vicinity, tell of his methods. "Successful farm operation is vitally interesting to Monett residents," is Meuser's comment.



By plane, truck and train, Southwest Missouri berries help pay their share of Monett's prosperity by achieving top market value. Miss Ann Meuser (above) can testify to their goodness.

Prosperity in Monett is very much dependent on farm prosperity, as in hundreds of other Missouri farm trading centers. A milk processing plant, annual dairy show and an active livestock sales center are evidence of this. Farmers in the Monett region look to Missouri Ruralist for information that will help them farm more successfully and live more comfortably. Monett merchants appreciate the influence of this basic editorial program.

It creates an effective means of increasing production, and brand preference throughout the Monett trade territory . . . a significant factor in any rural sales program.

## MISSOURI RURALIST

Published by CAPPER PUBLICATIONS

Editorial Office, FAYETTE, MO. Business Office, TOPEKA, KAN.



# How Spot Movie Ads in Theatres Sell Westinghouse Laundromats and Clothes Dryers

Advertising Agency: Fuller & Smith & Ross



**ACTUAL DEMONSTRATION**, combining the selling power of sight, sound and action, in color or black and white, is the key to the unmatched selling impact of Spot Movie ads in theatres. That's why Westinghouse selected Spot Movie ads to sell its Laundromats and Clothes Dryers in the "Buyer's Market".



**CLEVER SITUATIONS** amuse as they dramatize appliance selling points. Spot Movie ads are like short features in the theatre's regular program. As such, they are bound to be seen, bound to focus the virtually undivided attention of your prospects on your selling message.



**WESTINGHOUSE** Spot Movie ads tell prospects where to buy by featuring local dealer's name and address in special "trailers". Spot Movie ads can be used in this way as powerful local advertising with direct dealer tie-up, or they can be used on a national scale in over 13,000 theatres.



**BUDGETS** for Spot Movie ads can be small or large, depending on the job to be done. Booking, billing and all other details are handled by Movie Advertising Bureau Members as part of their service. They will be glad to give you full details, work with you on your selling problems.

**ATTENTION SALES EXECUTIVES!** Get all the facts about Spot Movie Advertising. Call or write for your free copy of *The Story of the \$100,000 Continuing Study of Theatres for Movie Advertising*.



## NATIONAL OFFICES

<b>NEW YORK</b> 70 E. 45th St. Phone: MUrray Hill 6-3717	<b>CHICAGO</b> 333 N. Michigan Ave. Phone: ANdover 3-3022	<b>NEW ORLEANS</b> 1032 Carondelet St. Phone: MAgnolia 4545
<b>KANSAS CITY</b> 2449 Charlotte St. Phone: HArrison 5840	<b>CLEVELAND</b> 460 Leader Bldg. Phone: MAin 9333	<b>SAN FRANCISCO</b> 870 Market St. Phone: YUkon 6-6164

## MEMBER COMPANIES

UNITED FILM SERVICE, INC. • MOTION PICTURE ADV. SERVICE CO., INC.



gave him a general picture of production and manufacturing processes which would lay the groundwork for his job of selling. Training in each department was under the personal supervision of the superintendent. As the trainee completed each phase he was required to submit a report of what he learned to the department office. There were usually about five reports covering each major factory operation. There were three reasons for the reports:

1. They required the candidate to organize the information received.
2. They gave us a record of his progress.
3. They provided a reference file which the man could use later.

At the start we allowed six weeks for the factory phase of the training. This was gradually decreased to three weeks when we found that candidates were eager and able to proceed faster than we had anticipated. We have held it at that and believe the more intensive program holds the men's interest and is more effective than one which is longer drawn out.

### Eager to Learn

This is significant: The men were deeply conscious of the time they had lost—in terms of preparation for a career—and they were anxious to go ahead as fast as possible. We found they preferred to be busy every minute, including evenings, and so we let them go ahead as fast as they were able.

When candidates completed their training at the factory they were ready for the head office or administrative phase of training. This phase usually consisted of one week which was apportioned this way: One day was spent with the advertising department and advertising agency to familiarize the candidate with our advertising and merchandising objectives and operations. A half day was spent with the styling department; the equivalent of a day studying the workings of the headquarters Floor Covering Division. Then the candidate met the heads of the traffic, credit and claims departments to acquire an understanding of their activities.

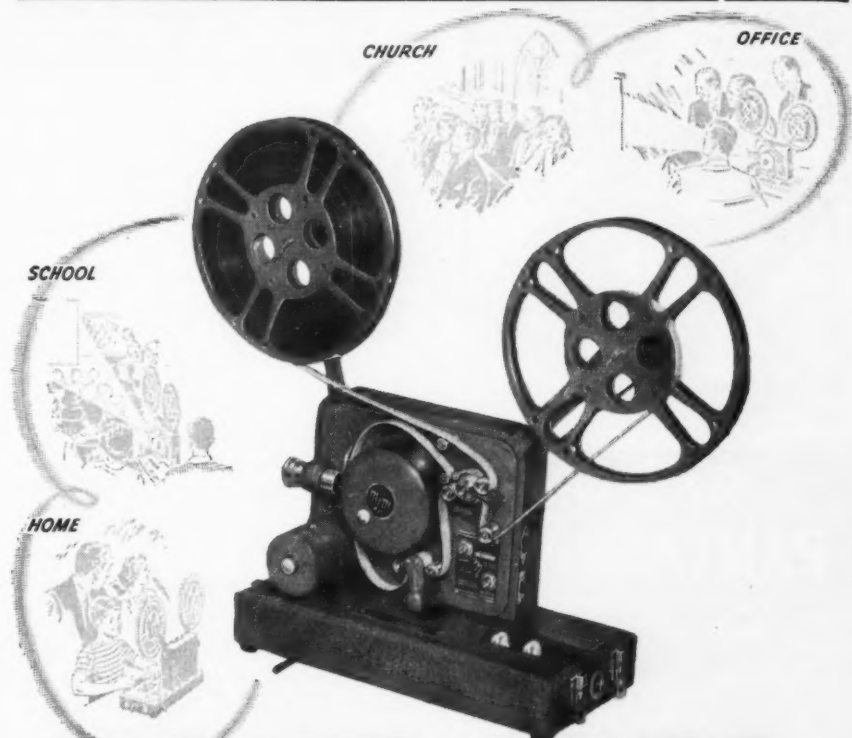
At the end of the week the candidate met with the company's top management. These interviews, usually with the president and executive vice-president, were more than casual. They were inspirational in nature, acquainting the candidate with top management thinking, with the company's objectives, and the opportunities ahead for a man who joined the organization.

At the conclusion of the factory and head office training the progress and capabilities of the candidate were reviewed and a report rendered to his regional manager. This constituted the approval, or otherwise, for the third phase: field training. If at this point the man appeared to us to lack the qualities necessary for our type of selling, he was told that it was only fair, to him and to the company, to recognize the fact now.

When further training was approved—and approval was given for about 95% of the candidates—the

regional manager was given the considered opinion of the head office as to the man's strong points and possible weaknesses in relation to future assignments. This represented the opinion of no one person, but was the consensus of all who had contacted the candidate. These joint estimates proved of real value, particularly in making those who would have to supervise the candidate cognizant at once of the danger points in his make-up.

The next phase of the training, field work, was normally under the



## MOVIE-MITE

*Entertainment • Education • Church and Sales Messages*

**All the advantages of finest 16mm projection (silent or sound) are made available at LOW COST**

MOVIE-MITE was the FIRST precision built, extra light weight, compact 16mm projector to be put on the market at a notably low price.

MOVIE-MITE established new standards . . . and leads in the production of an amazing combination of quality and economy.

MOVIE-MITE, complete with speaker, weighs only 26 lbs. Universal 25-60 cycle A.C. or D.C., 105-120 volt operation.

Write for details.  
See your dealer  
for  
demonstration.

Model 63 LMB

**\$198<sup>50</sup>**



## MOVIE-MITE CORPORATION

1125 S. Jackson Ave.

Kansas City 5, Mo.



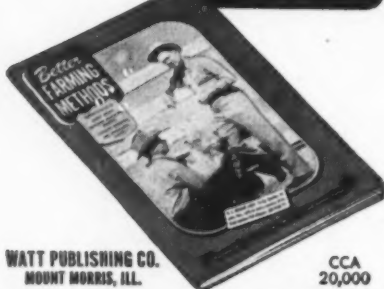
## His "NOD" May Outsell Your Best SALESMAN!



Win for your product the influence and good will of the 20,000 County Agents, Vo-Ag Teachers, Extension Leaders and Soil Conservationists who read Better Farming Methods every month.

Business Magazine  
for Leaders  
Who TRAIN and  
ADVISE Farmers

**Better  
FARMING  
METHODS**



WATT PUBLISHING CO.  
MOUNT MORRIS, ILL.

CCA  
20,000

## Only IN THE PANTAGRAPH

Can You Reach 117,000  
People In Central Illinois



### BLOOMINGTON —

**\$1,737.40 per capita re-  
tail sales. Annual retail  
sales \$60,288,000.\***

\*Copr. 1949. Sales Management  
Survey of Buying Power; further  
reproduction not licensed.

**THE PANTAGRAPH**  
BLOOMINGTON, ILLINOIS

Over a Century of Community Service

REPRESENTED NATIONALLY BY GILMAN, NICOLL & RUTHMAN



WHERE IS OUR MARKET? HOW BIG? Visuals are liberally used to help student-salesmen grasp important points when they get into the phase of training dealing with selling operations. In the photo: W. L. Lowe, general advertising manager briefs two students on basic facts about markets, as Dudley Tait, assistant manager, Floor Covering Division, (right) looks on. Tait is in charge of plans.

supervision of the regional manager. However, we kept the program flexible. At times, Head Office would be asked to handle certain parts of the field training, or even to do the entire job, including assignment. The field training period covered three months and was planned to give the candidate experience with all aspects of the company's distribution and selling of floor covering.

### Work With Retail Outlets

At the start he spent approximately a week working with each of the several types of retail outlets. He would be farmed out to a specialty floor-covering dealer, a furniture store, a department store. Then he would spend at least a week with one or two wholesale distributors. After this he would work with one of our senior salesmen for several weeks. Finally, as a junior salesman he would go out on his own in one of our major territories. There might be some variation in the last, dependent on our need for men.

While field training was under the personal supervision of the regional manager, training was never given in a territory to which the man was to be assigned. The reason is obvious: It would be poor psychology to place a man in the position of having been a student in the eyes of those he would have to sell.

During the field training we tried, at some point, to provide two weeks of actual instruction and experience in the installation of floor coverings. The candidate did actual work with

a laying crew, learning to cut and install the products he had seen produced, had distributed, and was now learning to sell. Because of union regulations, this usually meant sending the man out to some country place to serve as an installation helper. This turned out to be one of the most valuable parts of the training. It gave the man an intimate knowledge of the product in its use and application.

At the successful conclusion of the field training the candidate was assigned to a territory, given the opportunity to earn an appropriate raise in salary and a bonus. From six months to a year, depending on his capacity for development, there was frequent contact and close supervision by the regional manager. When the candidate was able independently to handle a territory he was considered a full-fledged salesman and his salary and bonus opportunities were increased accordingly. Any further advancement in salary or bonus was dependent on his building up his territory, or on transfer to a larger or more important territory.

All this may seem like a lot of pains to take, but we require a good deal of our salesmen, both in their work with our wholesale distributors, and on more specialized selling assignments on commercial floor covering which includes calling on architects, heads of branches of the Federal, state or local government, or industrial buyers. In the field training, all sales candidates receive some experience not only in contract but

also in industrial selling.

In the wholesale distribution field, in all cases our products constitute a major line for the distributor. In the metropolitan markets we have specialty distributors for whom Pabco floor coverings constitute all or a great part of their business. For this reason, our results in selling any territory are contingent on the efforts of the distributor. The Pabco salesman, therefore, has the task of building up his distributors. It is one of his major responsibilities to see that every phase of a distributor's floor covering operation is properly handled. This includes warehousing, record keeping, credit, merchandising, and selling. He has to be a leader in the merchandising of advertising plans. One of his most important jobs is the development of the distributor's sales force.

In our experience, we have found that this development is best accomplished through example rather than by meetings. It is obvious, therefore, that unless our man is a capable dealer salesman, there will be little likelihood of his successfully developing his distributor salesmen. It is our aim in our sales training to make sure that a field man is thoroughly capable in the job we expect of him before he goes out on his own. We believe our Sales Candidate Training Program has helped us to accomplish this.

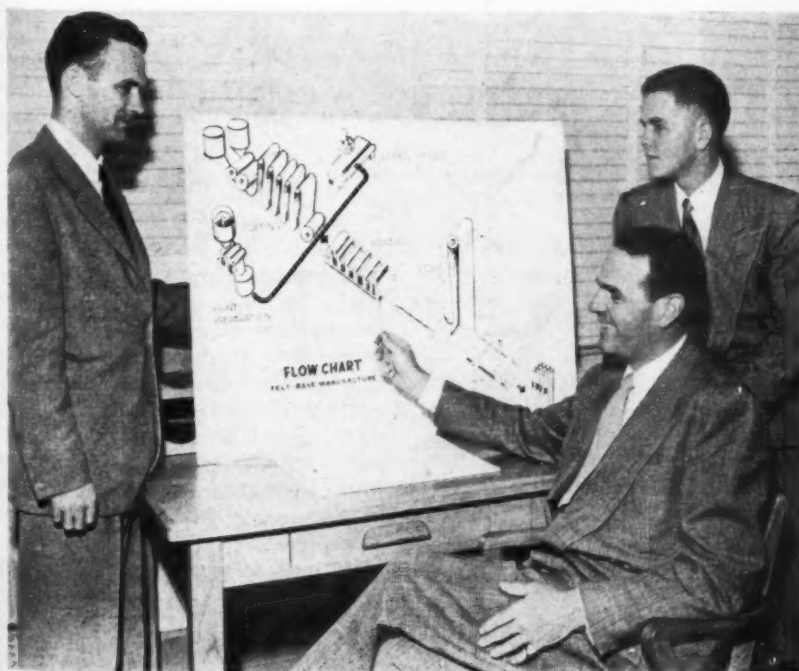
In appraising results of our training program we find that it has ac-

complished the required expansion of our sales force effectually and, in a fairly short space of time. It has brought to the company a group of fine young men who have the definite intention of finding in our company a lifetime career. We believe that the majority of our sales executives in the future will come from this group, although it is still too early for us to forecast just which ones will advance to higher positions.

#### Loss: Only 3 out of 20

In the three years since we started the program we have put through 20 men. Of this number, it is worth noting, we have lost only three. One had ill health. One found that selling was not the career he wanted and returned to college to take his master's degree and go into teaching. The third was hired away from us by one of our distributors and is now sales manager for that distributor at a five-figure salary . . . and we don't consider that altogether a loss.

As needed, we will take on young men and put them through training. We believe, however, that a sales organization has to be balanced as to age and experience. We are now adding, for the most part, somewhat older men with successful selling experience. For these men, our training will be adapted to the requirements of each individual. In all cases they will receive some factory and head office training.



**VISUALS AS TRAINING TOOLS:** Simple flow charts helped immeasurably in speeding the learning about production processes. In the photo: W. Beddoe, floor covering merchandising manager (seated) reviews lesson subject matter.

# How policy-making executives get each day's Most Vital News



## THE Journals of Commerce

**TOP MANAGEMENT'S GOOD RIGHT HAND**

53 Park Row, New York 15, N. Y.  
12 East Grand Ave., Chicago 90, Ill.

## How Pitney-Bowes Insures Dividend on Its Advertising

When a company does something new in advertising, how can the sales force be induced to promote it so as to get the cost back—at once? This company makes the promotion into a selling tool as valuable as the space itself.

When Pitney-Bowes, Inc., started in September a campaign of four-color pages in one of the largest national magazines, it represented a departure from the past—an adventure into a greatly amplified realm of budget and circulation.

Management was reasonably sure that eventually this new advertising

would pay a dividend, but why not now?

*It could*, so the officers felt, pay off almost at once if their salesmen were really excited and so merchandised the campaign as to draw out every last penny's worth of promotion value from the consumer advertising dollar.

What they did could be followed

by any company which makes a departure from the hitherto normal routine of advertising support, and nearly everyone does, at times, do something advertising-wise about which they think some excitement should be expected.

It doesn't have to be four-color pages in *The Saturday Evening Post*, which Pitney-Bowes is using for the first time this fall. It could be something new in any one of many magazines—or newspapers—or radio—or TV—or outdoors—or certain types of business magazines.

In the case of Pitney-Bowes they have advertised for 25 years, and recent schedules have called for space in many magazines: some in the general business field, many in the more specialized office equipment and professional fields. They aren't dropping these when they add a big-circulation magazine, but the production of a new desk model brought new potentials and new problems to Pitney-Bowes.

The boss remained important—the most important individual, and so the magazines specializing in reaching the bosses are retained—but the new and relatively inexpensive small model brought other people into the picture—secretaries, mail clerks, and other office workers—and a publication of very wide circulation seemed necessary to amplify the specialized magazines.

### Folder for Salesmen

With the cooperation of their advertising agency, L. E. McGivern, Inc., the company prepared a six-page folder in full color, including the cover of the September 7, 1949, issue of the *Post*, the first three pages being reproductions of the first three color pages, followed by two pages commenting on the copy themes and giving detailed circulation coverage figures of the medium, broken down by industrial classifications and geographic regions.

This went to all branch managers and their salesmen with a 20-page memorandum from Leo McGivern, head of PB's agency, which covered all details of why-what-when-where-how on the new campaign.

Specific ideas on promotion were suggested to the salesmen (and will



How do you sell a man  
who has his mother along?

[illegible]

...Home—print, and long has there?

"Don't it is for ordinary stamps," he said. About 1000 p.m. I threw away wads of air-mail in the Islands—clipped up with care. Leave them out anywhere and the unscrupulous gets at them. I took the pika. I guess . . . What's this?"

He tried the device for sending envelope flaps and played with the meter as if it were a machine gun, asked about the fast service interest mail gun in the postoffice . . . then seemed to exit off.

I saw things in some offices, but we didn't meet one. Not much talk and the only white face.

But before I could say anything . . .

—Why, Mrs. Brown, your secretary was still working at the desk a half hour ago when I got here. Some one right off the house. Give the man his order—it's after eight now, and I don't like men who make me wait for my dinner!"

Bud laughed. "There's the boss," he said, and introduced his mother . . . says something not still beautiful, with a wonderful smile and voice.

Bud excused himself to wash up.

Mrs. Blod lamented her route: "I spend sticking stamps and sealing letters when I have to go for food (often over thirty years ago). I would have liked a postage meter then!"

Off-Broad: "Wonder if Research could get lots of office girls who married their bosses? What a slogan for postage meters!" (To the girl who said I have one!) "Answer: I have five meters in three enterprises now — and three still to go!"

With today's high clerical costs, metered mailing can show a considerable saving in the busy office... is worth its cost of convenience in any size office—small or large!... Ask the nearest Pitney-Bowes branch what the postage meter can do in your office... or write for the booklet... "So You Have No Mailing Problem!"



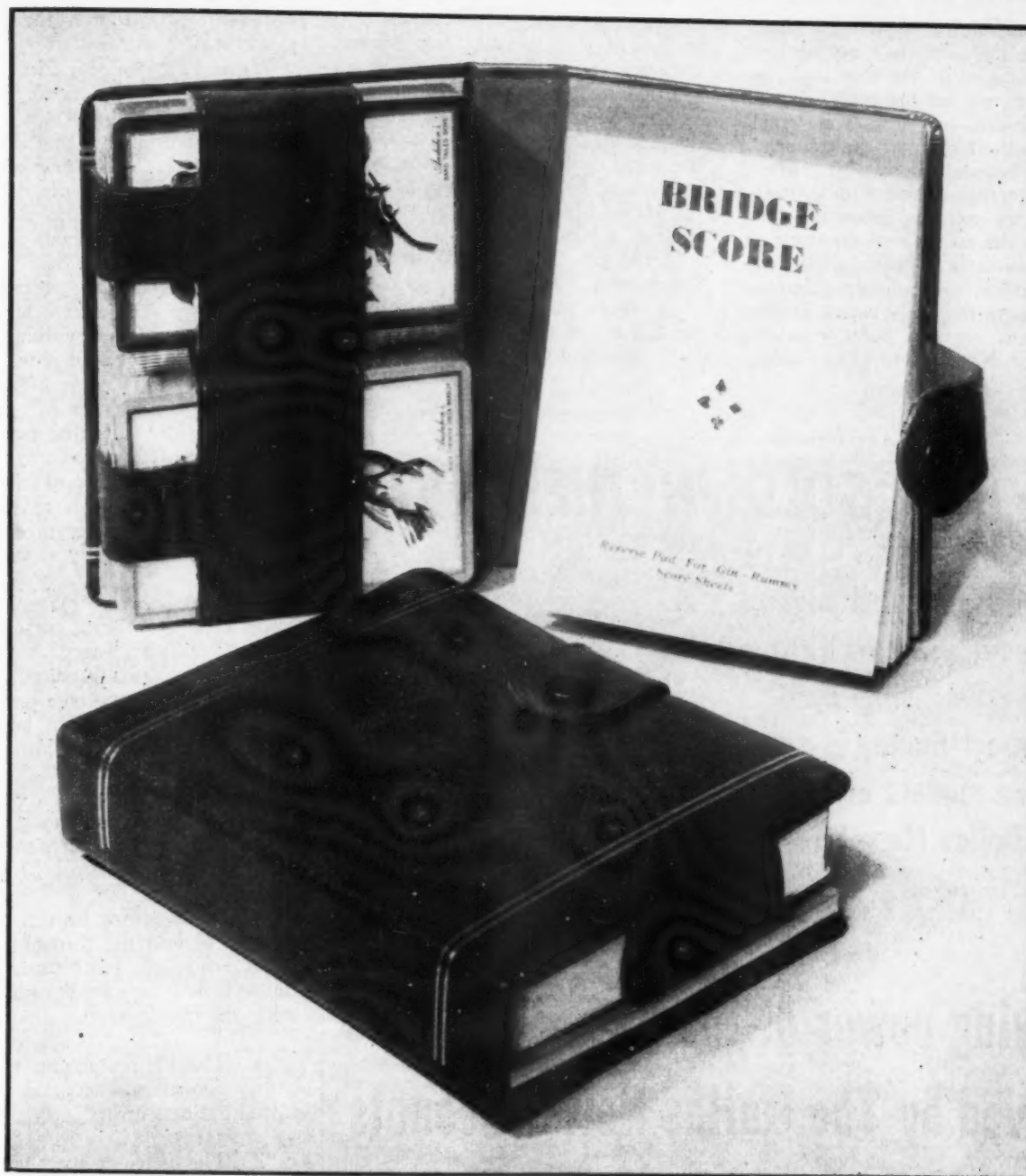
NEW DRESS MODELS? The DOR  
is a postage stamp for everybody?  
...only a little larger than your  
phone - but it accepts and mails  
most of all kinds and classes!  
It can fit despatches, folders, notes!

**PITNEY-BOWES** *Postage Meter*  
PITNEY-BOWES, Inc. 3400 Pacific Street, Stamford, Conn.  
*The convenience of the postage meter... for business, industry and government.*



**PITNEY-BOWES TO SALESMEN:** "Whether or not this expenditure [advertising] comes back—with a profit—depends on what you do with these advertisements."





***Your customers will appreciate  
this beautiful "take home" gift***

**OTHER GIFT ITEMS**

Year Books • Billfolds  
Wallets • Key Cases  
Pocket Secretaries  
Library Sets and other  
desk and pocket items.

Case made of genuine saddle cowhide with two decks of excellent quality playing cards and refillable pad for scoring Bridge and Gin Rummy. Your Ad and individual names can be stamped in genuine gold if desired. *Tell us the quantity you need . . . we'll send you cost information promptly.*

**ADVERTISING CORPORATION OF AMERICA**

**TWO PARK AVENUE • NEW YORK 16**

**Factory • Easthampton, Massachusetts**

be outlined below), including the purchase (at the salesman's expense) of complete copies of the first issue for delivery to selected prospects.

The initial response was good. Never in the history of the company, reports Frederick Bowes, Jr., Manager, Advertising and Public Relations, in an exclusive interview with SM, has the sales force expressed so much interest in a campaign. In the Detroit office, for example, salesmen bought more than 100 copies for delivery with personal notes attached, and in the New Haven office Arthur

O'Leary, Manager, reported on September 14 that the magazine wholesaler was trying desperately to dig up additional copies for his five men.

The "how" in the memorandum to the Pitney-Bowes sales organization is covered in these selected paragraphs as prepared by Mr. McGivena:

"Make a note in your little red book of a big red letter day for PB advertising . . . next Wednesday, September 7, 1949.

"Turn to page 126 in the September 10 issue of *The Saturday Evening Post*, out that day . . . and see the

four-color page that is the first PB advertisement in the *Post*.

"It took 25 years for Pitney-Bowes to grow up to *The Saturday Evening Post*.

"There was always that little matter of money . . . The first color page represents one-fourth of PB's total 1939 national magazine advertising appropriation—and about one-fourteenth of this year's.

"Ten years ago, the postage meter prospect was still a rare bird. The PB salesman wasn't working out of the telephone book, but if we remember rightly, in 1939 he averaged 50 presentations per order . . . not even mentioning the calls that never came close to the presentation stage!

"The *Post* package of circulation was just t-o-o m-u-c-h at the time. We had to pick meter prospects via advertising as carefully as you did in the field.

"In the business magazines, we made call after call, month after month, year after year . . . until the businessman reader gradually became aware of what a postage meter was, and did . . . and might be a good thing in some offices, although he didn't need one!

"That's how prospects are made by advertising. Put out enough pitches in print, and to the readers they eventually spell Magnolia, or Mother, or Meter (postage)!

"Your advertising isn't in the *Post* to brag, or beat the Bureau of Internal Revenue . . . but because Pitney-Bowes is now big enough to use everything the *Post* has! viz. . . .

"1. The PB postage meter is now widely known, and accepted as an essential business utility;

"2. The meter prospect now is the office worker, as well as the executive;

"3. The DM opens a huge new prospect field; and to do an adequate job for you, PB advertising had to go to work on a wider audience!

"The *Post* virtually triples the circulation of PB advertising . . . 2,000,000 to 6,000,000 . . . adds two new readers for every one reached previously!

"A *Post* color page costs \$16,000!

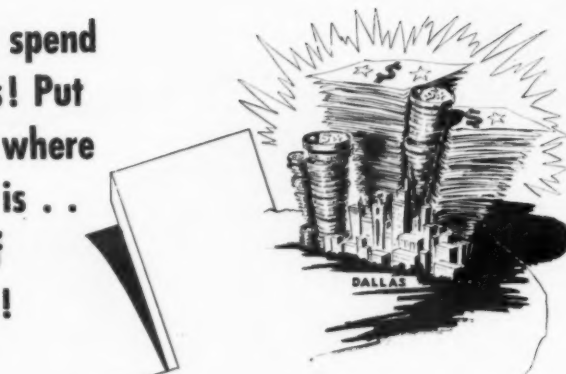
"A large piece of change . . . no matter how you look at it! And a lot of PB advertising eggs in one basket, at one time!

"Whether or not this expenditure comes back—with a profit—depends on what you do with these advertisements.

"If you just read and don't use

## THERE'S GOLD IN THESE TILLS

. . . and plenty to spend for your products! Put your advertising where the most money is . . . before readers of **The Dallas News!**



Buying power of the **\*37** counties served by **The Dallas News**, amounts to **\$1,927,895,000** each year!

This sketch is not, in the final analysis, a Texas brag . . . because while money in the great Northeast Texas area, served by The News, is not stacked as high as our skyscrapers . . . there is plenty of money here to buy good merchandise of all kinds! What's more, in the entire greater Dallas Market (Over and above the 37 county area where The News reaches 173 towns with a ratio of well over 20% coverage) more people make more money . . . and spend more to buy more things than in any like area in the entire Southwest!

\*Sales Management, May 10, 1949

### The Dallas Morning News

CRESMER & WOODWARD, INC., Representatives

New York, Chicago, Detroit, San Francisco, Los Angeles

★ RADIO STATIONS WFAA AND WFAA-FM ★ TEXAS ALMANAC

these advertisements . . . neither Pitney-Bowes nor you is going to get as much value as we should.

"We urge you to make each *Post* advertisement your own personal promotion! . . . Here's how:

"1. Send marked copies of the *Post* to a limited list of important prospects and people.

"Go to your newsdealer, or magazine store, or the *Post* distributor in your town today . . . and place an order for as many copies as you need of the September 10 issue, and any other issues, carrying these PB color pages—twenty, thirty, fifty.

"Try to get your copies the night before. It will help if you call the distributor, explain why you want them, and that the copies will not be released before the Wednesday morning they go on sale.

"Clip to the cover your personal signed memo or calling card, calling attention to the PB ad and its page number . . . and fold down the page preceding, so it can't be missed.

"On Wednesday morning, bring or send these personally subscribed copies to the people on your list.

"After all, the *Post* has a definite known value—15c a copy. Your personal presentation is flattering, a form of attention few people have ever received . . . a small distinction, a tribute to their importance, an instance of your thoughtfulness and interest.

"You make yourself more important in your town by making the recipients feel important!

"And 15c, plus the personal touch, can buy a lot of good-will — never wasted, pays big returns.

"2. Do a public relations job for yourself and the company, with the preprints (either in loose, individual form—or, as a set, in the *Post* three-page folder without special text on back two pages).

"Make sure important post office personnel see these preprints — give them a personal audition, if possible.

"Send copies to public officials, your Chamber of Commerce secretaries, advertising club officials, important businessmen — whether meter prospects or not.

"Send copies to your local newspapers — to the business & financial editors in particular. And to the paper's columnists. *Don't ask or expect* mention in the paper; just bring to their attention an unusual and amusing advertisement which you think may be of interest to them.

"Get copies to your local radio station—again without any attempt to get publicity; just as advertising

which they, in the business of advertising, may find interesting. Your local newscasters may be hard up enough to mention or quote the copy—but *don't ask for publicity or suggest it. This admonition is important!* Maybe you think that with your peerless personality and high-powered salesmanship, you can sell them on giving you publicity—and maybe you can! *Once!* But ever after you'll be labeled as a space hound and gimmie guy—and some day when you come around with something legitimate for publicity, you'll be a dead duck! Keep

it personal. Moreover, Pitney-Bowes is not looking for a free ride.

"Remember newspapers and radio stations are in business to sell advertising . . . and trying to get for free what you pay the *Post* for—is not cricket! How would you feel if somebody wanted to borrow a postage meter for a few months?

"3. Cover your list of customers and prospects with preprints. . . .

"But *DON'T* merely fold and mail! Clip to the preprint a notesheet, or your calling card with a penciled or

## The Exclusive AKRON BEACON JOURNAL ZONE OF INFLUENCE



It takes local newspaper coverage to sell this rich \$813,450,-000.00 market and the **ONLY** local daily and Sunday newspaper having complete coverage of this market is The Akron Beacon Journal.

If you are interested in selling Akron, and you should be, why not follow the successful practice of Akron merchants. They know how to get results . . . that's why they concentrate their selling efforts in Akron's greatest selling medium.

There is no substitute for the pulling power of local newspaper advertising.

## AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER

REPRESENTED NATIONALLY BY: STORY, BROOKS & FINLEY





# Response!

## 35,000 JAM ORANGE BOWL FOR THE MIAMI HERALD FOOTBALL CLINIC

35,000 football fans poured into Miami's famed Orange Bowl to see eight teams and two championship bands go through their paces in a fast, colorful, expert demonstration of the game's fine points. The occasion was the 4th Annual Miami Herald Football Clinic, which this year broke all attendance records for a newspaper-sponsored event in the state of Florida.

Together with the Miami Herald Spelling Bee, in which 56,000 school children from 24 counties took part, this spectacle vividly demonstrates the all-out support Miami Herald readers give regularly to their favorite newspaper.

We'd like to suggest, this same, sure responsiveness can work for *you*. Why not check the SB&F man today for the facts?

JOHN S. KNIGHT, Publisher  
STORY, BROOKS & FINLEY, National Reps.  
A. S. GRANT, Atlanta  
Affiliated Stations -- WQAM, WQAM-FM

MIAMI -- An International Market



inked comment or remark, or a short typed message with your personal signature—no rubber stamp.

"Your message makes the preprint a personal communication—instead of a printed sheet of paper.

"Your signature makes the recipient pay attention . . . in self defense, if for no other reason. The recipient knows he will see you again some time, and you may bring up the matter—so he'd better be hep! In other words, you rate a better reception than just printed matter.

"The advertisements will help you with your prospects—and you help the advertisements by backing them up with your personality.

"4. Use the preprints on your calls.

"These advertisements are amusing . . . make them conversation pieces. Show them to switchboard girls, receptionists, secretaries, while waiting for your man or after you finish your call.

"The more people you educate, the more interest and demand you build up for postage meters . . . set up a sales pressure that works for you in that office and elsewhere.

"5. You may have a better idea of your own for merchandising this advertising than any we have suggested . . . Go ahead, and use it. The more you help this advertising, the more it will help you!

"Given time, these *Post* advertisements will do a job by themselves. But at \$16,000 per portion, we can't sit on our hands and wait.

"However, if every PB salesman promotes every *Post* ad . . . the promotion alone is worth more than \$16,000—and we can't lose! And *The Saturday Evening Post* advertising is something you never had before—to promote! Get 'em while they're hot, gents!"



# SELLING HEALTH PRODUCTS IS EASIER WHERE health standards are higher



Before HYGEIA publishes its first advertising message on a product that promotes health and comfort, the sale to HYGEIA readers is partially made. Reason: HYGEIA readers are pre-sold on the principle that they can "afford" products they believe will contribute to healthful, comfortable living.

. . . And they believe the sales messages offered in HYGEIA because they know that HYGEIA's publishers scrutinize its advertising columns as carefully as they do its authoritative articles.

If you or your client manufactures a vacuum cleaner that keeps homes cleaner, better footwear for children or adults, saner beauty preparations, more wholesome food, or any other adjunct to pleasant, health-wise living—

HYGEIA will carry your sales messages convincingly to this selected, pre-sold market. . .

For detailed information, write



# Hygeia

THE HEALTH MAGAZINE  
OF THE

AMERICAN MEDICAL ASSOCIATION  
535 NORTH DEARBORN • CHICAGO 10, ILLINOIS



**HAPPY** (*Face-the-Facts*) **HOLIDAY** asks:

# WHAT MAGAZINE STAGED THE BIGGEST DRUG-STORE-WIDE PROMOTION OF '49?

**YOU'RE DARN RIGHT!**

**NOT 1...NOT 100...NOT 1,000...BUT 1,358...count 'em...**

**1,358 chain and independent drug stores cashed in on Holiday's record-breaking summer Vacation-Needs Promotion for 1949!**

## **RETAILERS FROM COAST TO COAST REPORT HOLIDAY PROMOTION SET NEW SALES RECORDS!**

Choose your yardstick. Whether it's the number of stores or the sales per store, Holiday's summer drug store Vacation-Needs Promotion has again proved itself to be America's champion salesman of vacation needs.

Here's what M. M. Mobley of the Jack Collier

Drug Company, Fort Worth, said: "Items displayed with merchandising material furnished by Holiday Magazine doubled in sales during the concentration."

And Cleve Carey, Advertising Manager, Rexall Drug Co., Los Angeles, called this year's promotion "a superlative success." Wholesalers and manufacturers, too, joined in saying that with proper use of the promotion "two or three sales will grow where only one grew before."

# **HOLIDAY**

# **SELLS THE IDEAL**





LEMORE PHARMACY, Cisco, Texas, like dozens of others, used HOLIDAY promotion material store-wide.



OWL-REXALL, 8490 Beverly Boulevard, Los Angeles, one of 373 Rexall stores that cashed in on HOLIDAY's great 1949 summer promotion.

## NO OTHER MAGAZINE IN AMERICA HAS HOLIDAY'S NATURAL MERCHANDISING APPEAL!

Pick up a copy of Holiday. Look through it. Every page is an invitation to enjoyment. Every page stimulates your desire for a full and richer life. Every page sells the idea that sells the goods.

Each month more than 820,000 families sit down with their copies of Holiday. What kind of people are they? They're active, alert, intelligent. They're accustomed to good living, eager for new experiences. They have a higher average income than the readers of any mass magazine. They're willing and able to buy; and when they read Holiday they're in a buying mood.

Holiday promotions harness this mood with both window and store-wide interior displays. Over the last three and a half years, in more than 5,314 retail promotions, advertisers have discovered in Holiday a unique new merchandising appeal that no other magazine can duplicate.

## ADVERTISERS ARE NOW SIGNING UP FOR NEXT YEAR'S PROMOTION, WHICH WILL BE MORE THAN TWICE AS BIG... 3,000 STORES!

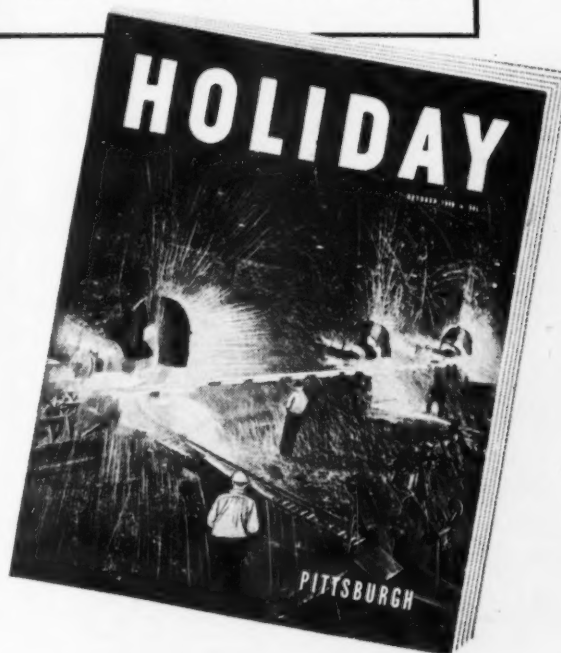
Holiday's next Drug-Store-Wide Promotion will deliver the biggest ONE-TWO sales punch of the year 1950. One... the advertising pages of Holiday will put your product in the mind's eye of America's most responsive people when they're in a buying

mood. Two... 3000 stores will put your product within reach of these people when they're actually shopping.

Write today for full details. Address: Holiday, Independence Square, Philadelphia 5, Pa.

### Here's the box score for 1949!

Liggett-Rexall	New York and New England	180
Lane-Rexall	Southeastern U. S.	74
Owl-Rexall	Pacific Coast	119
Cunningham	Detroit, Michigan	113
Marshall Drug	Cleveland, Ohio	45
People's Drug	Washington, D. C.	150
Katz Drug	Kansas City, Mo.	27
Independent Drug Stores serviced by Southwestern Drug Corporation—Dallas, Texas		650
<b>TOTAL</b>		<b>1358</b>



# EAT THAT SELLS THE GOODS

# "Your Watch Looks Grand With a Speidel Band"

To millions of radio listeners, Speidel's slogan is as famous as the chant of the tobacco auctioneer. Repetition of the slogan through all forms of merchandising has lifted sales of Speidel's gift-packaged line 600% in four years.

A 600% sales increase over a four-year period . . . that's the record of Speidel Corp., manufacturer of watchbands. Its new merchandising policy has brought watchbands out of the watch repair department and other obscure corners into a place among gifts in jewelry stores all over the country.

Packaging ideas, new to the watchband field, follow-up merchandising aid to retailers, and wider advertising coverage are all part of the story.

The company's merchandising thinking is not unique among manufacturers in numbers of fields . . . but it is in the jewelry business where conservatism was deeply entrenched,

almost stubbornly so. That, points out Charles Spitzer, sales manager, is why the retail jewelry business has not been so good as it might be. It's been soft, he says, because manufacturers and retailers alike resisted modern trends in merchandising.

Speidel is top advertiser in the watchband industry—to dovetail with its merchandising thinking. Last year the company aimed at an estimated potential market of 64 million wrist watches which would be sold to the American public, and proceeded to spend \$750,000, chiefly for a quarter share in the "Stop the Music" radio show over ABC, costing \$10,000 a

week. The radio show helped to push sales up 20% in 1948—to a total of some \$10 million.

Before the war watchbands were mostly carded items pushed into dark corners, cabinet drawers, repair departments, anywhere but where they rightfully belonged. They had no brand security. Price competition was rampant. They were rarely if ever displayed as gifts. After the war Speidel decided to step in and, if possible, change all this for retail jewelers.

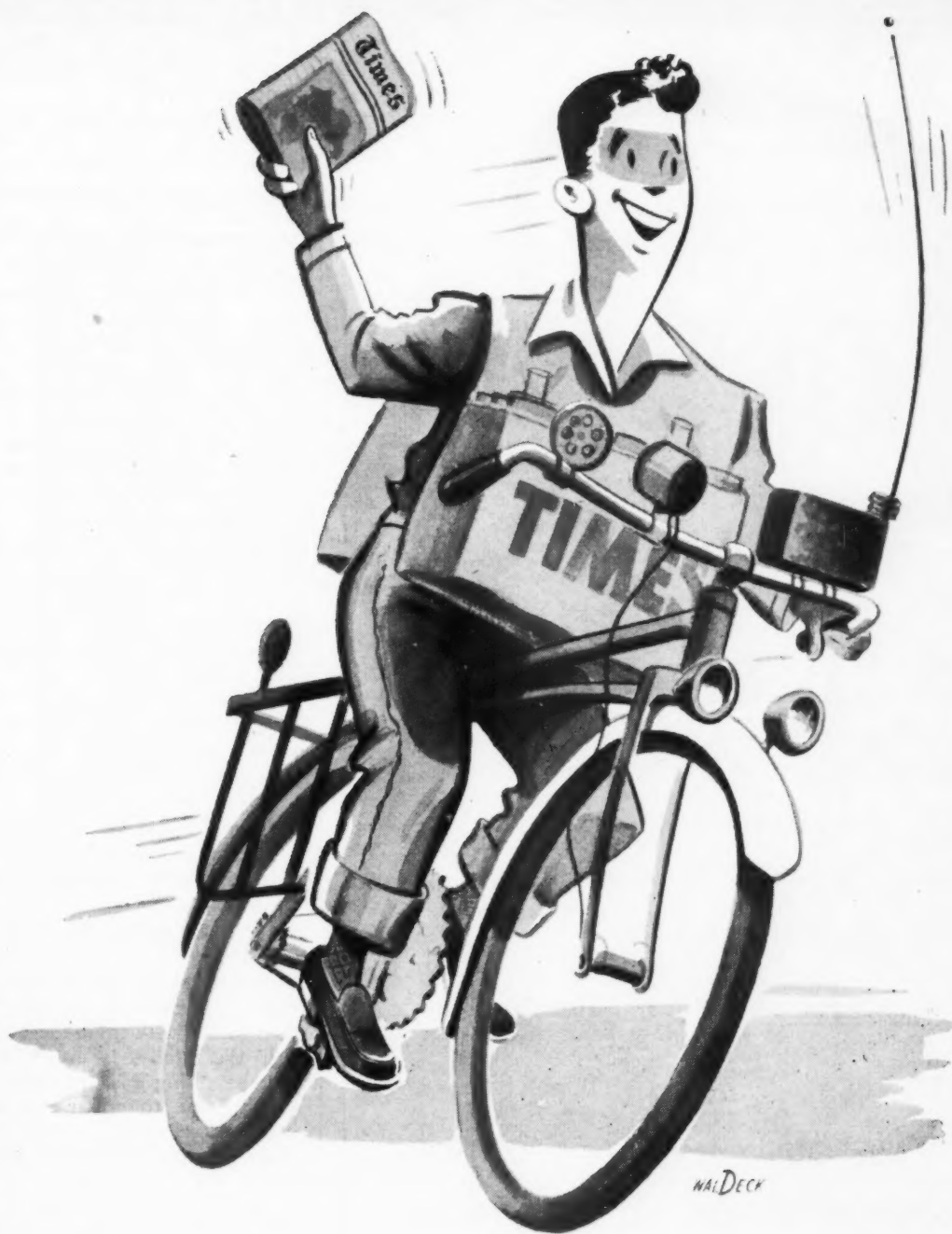
Speidel watchbands were introduced in gift packages for the first time in September, 1945. A man's watchband, "The 49'er," was packaged in a metal-framed, satin-lined case in which the band was placed on a velvet-covered platform. Mr. Spitzer puts it this way: "We wanted watchband displays that would have a 'shock' effect."

The jewelers reaction? Mr. Spitzer says, "They couldn't believe it. The



JEWELERS are finding this hand carved reproduction of an ancient Chinese chest a very good point-of-sale unit to take care of special length watchband requirements. It has two trays showing three each short and long men's watchbands; five short and three long length ladies' watch bracelets.

A DECORATIVE ITEM in its own right, this miniature piano display unit plays a tune when its lid is lifted to show three trays of watchbands. The lid and body are in actual mohogany veneers . . . keyboard, legs and pedals are sculptured three-dimensionally in Syrocowood's molded wood plastic.



***Every day is Newspaperboy Day for Los Angeles Times Carriers***

October is the month for special tribute to newspaper boys throughout the nation. Los Angeles Times carrier boys, who take care of the largest home delivered circulation in the West, merit and receive recognition and top treatment the year around. These boys' services are indispensable to advertisers with messages pointed to the homes of the nation's third largest market.

**NATIONAL  
NEWSPAPERBOY  
DAY, SAT. OCT. 8**

**LOS ANGELES *TIMES***

REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO





Retail Market . . .

**Payroll insure just that.**

UNITED STATES	3.1 Times
STATE OF MISSOURI	3.2 Times
<b>ST. JOSEPH, MISSOURI</b>	<b>3.7 Times</b>

# St. Joe, Mo.

Speidel's current point-of-sale lift to jewelers is tying in with the "Stop

# MORE PEOPLE SEE YOUR ADVERTISING MORE OFTEN AND LONGER with "AMERICAN ART" METAL SIGNS

In all media, a prime factor in selection is *circulation*. Signs — *metal signs* — give you large circulation per-dollar invested, effectively drive home your message and identify you in the local market.

The American Art Works, Inc. offers you, through its large art and engineering staff, 60 years' experience in creating and producing sales-building baked enamel metal signs and merchandise displays.

Feel free to ask one of our representatives to consult with you. No obligation.

You find these well-known names on American Art Works signs and displays — Coca-Cola, U. S. Rubber Company, Sherwin-Williams, Canada Dry, Diamond T Trucks, and many, many others.



*The*  
**American Art Works Inc.**

Est. 1887

420 Pine St., Coshocton, Ohio



FLANGE SIGNS • STAMPED FRAME SIGNS • HIGHWAY SIGNS • REFLECTORIZED SIGNS • MERCHANDISE DISPLAYS

OCTOBER 15, 1949



## PLASTICOLOR COVER beautiful...and tough

Sounds absurd, doesn't it? Can a cover paper be at home in a drawing room—yet also baffle rough handling, dust, dirt, grease, weather and other abuses?

Yes, if it's Plasticolor Cover—a permanent, soilproof lamination (not a coating) of plastic film and fine Beckett cover paper. In six brilliant colors, it makes aristocrats of sales and advertising messages—yet its toughness and durability give long life to booklets, instruction books, sales portfolios, outdoor displays—anything that gets rough handling under adverse conditions.

Because of this seeming paradox among cover papers, you must see and feel the beauty and strength of Dobeckmun Plasticolor to grasp its sales appeal and its long-time endurance. Ask your printer, your Beckett Paper supplier or write us for samples.

**THE DOBECKMUN COMPANY**  
Cleveland 1, Ohio • Berkeley 2, Calif.

P. S. Ask about Doplex Brilliant, too—its lightweight twin. Available in nine sparkling, soilproof colors, for attractive and effective labels, box coverings, package wraps and similar items.



STORE IDENTIFICATION with Speidel's "Stop the Music" radio show is the big feature of this Bert Parks display unit. Built like a stage, the center unit revolves, showing the new Sir Galahad man's watchband in its heraldic gift box.

the Music" radio show. There are three display units, dramatic in their "shock" effect on the public.

One is a revolving, Bert Parks lighted display which identifies jewelers' stores with "Stop the Music." Its stage-like effect is very real. The center unit revolves and reveals the new Sir Galahad watchband in its heraldic gift box.

### Novel Display Piece

Another "conversation piece" display unit is the Speidel miniature piano with a music box in it. This meticulously carved little piano was produced by Syracuse Ornamental Co. It is 10" x 10" x 6". It is an exact replica of the real thing, even to the correct number of black and white keys.

Primarily designed to introduce the Sir Galahad watchband for men and the Golden Harvest watch bracelet for ladies, this display unit holds four handy trays which display these bands and bracelets: four Sir Galahad, three Golden Templar, one Golden Knight, six Golden Harvest, three Golden Chord, two Ming Tai, one Fiesta. (See photograph, page 146.)

The third current point-of-sale display unit holds a short and long assortment of watchbands and bracelets. It is in the form of an exotic Chinese

chest. With this unit the jeweler can take care of special length requirements.

It has two trays showing three each short and long bands; five short and three long ladies' bracelets. This unit was also carved by Syrocowood carvers. Its production called for exhaustive research into the history of Chinese design. It is an authentic reproduction of an ancient Chinese chest.

The retail deal for these display units was announced in the eight-page, four-color insert mentioned above. All three display units are offered free to jewelers in what the company calls the "Speidel Grand Unit." It consists of:

1. Piano unit with four trays of 12 ladies' watch bracelets and eight men's watchbands.
2. Chinese Chest—short and long assortment—eight ladies' watch bracelets and six men's watchbands.
3. Individually gift-boxed merchandise: 10 ladies' watch bracelets and nine men's watchbands.

The jeweler's cost for the Speidel Grand Unit is \$256.73. His selling price (Federal tax included), \$627.45. His profit (after deducting \$102.08 Federal tax) is \$262.09.

The announcement of the deal for



the retailer occupied a two-page spread within the eight-page insert. The other pages showed in dramatic colors the Sir Galahad and the Golden Harvest, Speidel's newest creations, and 31 other designs.

The eight-page insert was then reprinted and sent out as a direct mail piece to 16,600 retail jewelers throughout the country.

The results of the merchandising program so far?

1. Watchbands now, says Mr. Spitzer, have gained a new place of importance in jewelry stores.

2. The display units are creating traffic. "This," Mr. Spitzer says, "is the most important result of all. Jewelers for years have been starving for traffic. Once a jeweler can get people into his store, he can usually sell them other items they perhaps haven't thought of before."

Beginning in early October, in addition to continuing its "Stop the Music" radio show, Speidel will launch a major network television program, Ed Wynn Show. This will be carried over 23 CBS-TV stations from coast-to-coast. "We are going in for television," says Mr. Spitzer, "with the same result expectancy as we did with radio's 'Stop the Music.'" Speidel's rate of expenditure for both television and radio will be approximately \$900,000. Cecil & Presbrey, Inc., New York City, is the advertising agency handling the account.



**Coming Nov. 1**

**How to Select the Right Advertising Agency**

# MANY ways to ship...



# but only ONE RAILWAY EXPRESS

**Before you ship—Ask yourself these questions—**



1. Will the carrier be able to handle my shipment, regardless of its size or weight?
2. Is it a complete service, with pick-up and delivery?
3. Is it a dependable service, with national coverage?
4. Will I be dealing with one responsible carrier?
5. Will the charge be all-inclusive?

You can say YES to every question when you use RAILWAY EXPRESS, America's COMPLETE shipping service, because only RAILWAY EXPRESS can offer you ALL these advantages. For dependable, economical shipping, where and when you need it, specify and use RAILWAY EXPRESS every time!

**NATION-WIDE RAIL-AIR SERVICE**

## First In Every Way

# WSJS

## Dominates Winston-Salem!

(Gives Bonus Coverage of Greensboro and High Point)

- 1st in Listening (Hooper)
- 1st in Network (NBC)
- 1st in Power (5000 Watts)
- 1st on the Dial (600)
- 1st on the Air (1930)

Naturally, it follows that WSJS is  
**FIRST in Advertising! Local-General-Network**  
**Your FIRST and BEST Buy!**

Affiliated  
with  
**NBC**



Represented  
by  
**HEADLEY-REED CO.**

# Media and Agency News

## FARM PUBLICATIONS

The Continuing Study of Farm Publications, a series of audience and readership surveys conducted by The Advertising Research Foundation, Inc., has marked its fifth anniversary with the publication of a report on *The Prairie Farmer* and with a survey of *The Southern Planter*.

Approximately \$270,000 has been spent in five years in the development and operation of the project. All costs have been defrayed by the Agricultural Publishers Association and its 30 member publications.

The project was launched on a continuing basis in October, 1946 after two years of experimental research. Two pilot surveys were made to develop sound research and sampling techniques.

As a result of these tests, it was decided to adopt as the project's research method, the use of a qualifying kit in addition to a regular recognition interview and, as its sampling plan, a systematic selection of subscriber families from the publication's subscription list. Thus, the study employed two major advancements in readership research: (1) a qualifying kit method of interviewing to eliminate inflated reading claims; (2) a survey sample designed to represent all subscribing families, including all persons 12 years of age and over.

Four studies have been made each year since the project began on a continuing basis. Study No. 12, based on an examination of *The Southern Planter*, is now being conducted with interviewers at work in six Southern states.

Each study in the series reports the number of readers per subscriber family, the number of readers among all subscriber families and the readership of individual items and advertisements. In addition, each survey determines the composition and education of subscriber families, the number of buildings they have, the farm acreage, livestock, poultry and crops.

Farm publications surveyed to date are as follows: *The Ohio Farmer*; *The Washington Farmer*; *Successful Farming*; *Wallace's Farmer* and *Iowa Homestead*; *New England Homestead*; *Texas Edition of The Progressive Farmer*; *The Farmer*; *Kansas Farmer*; *Central Edition of Poultry Tribune*; *California Farmer*;

*The Prairie Farmer*; and *The Southern Planter*.

In preparing reports on these publications, approximately 7,000 interviews have been made in 34 states. Scores were obtained on the reading by men and women of more than 1,600 general display advertisements.

Circulation of the 12 farm publications studied to date totals approximately 3,500,000. It was found that there were more than 10,000 persons 12 years of age and over among the subscriber families of the 12 surveyed publications. Also, it was found that the surveyed issues had approximately 5,500,000 readers.

The objective of the study is to measure the audience and readership of farm publications to obtain information which will help advertisers and agencies to make more effective use of these publications and which will aid publishers in evaluating and improving their publications.

The Administrative Committee operating the study is composed of three advertisers, three agency men and three farm publication executives—equal representation for each of the interested parties.

The advertising revenue of the 41 farm publications measured by Farm Publications, Inc., for the first six months of 1949 was \$25,044,181 against \$23,557,027 for the same period last year. Deducting \$48,253 for *New Jersey Farm and Garden*, which was not measured last year, the increase for this year is \$1,438,901. Lineage also increased by 2,279,265 lines for the first six months of 1949 when compared with the same period last year.

In products advertised, agriculture-equipment, machinery, etc., was first with \$6,759,973 this year, a gain of \$554,233 over last year. Automotive was next with \$4,828,149 this year, a gain of \$465,600.

Of the 40 publications whose revenue was reported for the six months period in both years, 26 of them show increases for the 1949 period, 14 show decreases.

## NEWSPAPERS

A "Forward In '50" edition of *The St. Louis Star-Times*, covering new developments in St. Louis and the Nation during 1949 and 1950



ROBERT J. ALANDER has joined *The Charlotte (N. C.) News* and was named advertising director.

will be published December 30 of this year. A special feature will be numerous articles by public figures including Harold Ickes, Wayne Coy, David Lilienthal, Chester Davis and Frank C. Rand. The special articles in this edition are planned to cover industry, trade, transportation, finance, culture, and religion in the city area. The 1950 issue marks the fourth successive "year-end" edition published by *The Star-Times*. In three previous years the size of the edition has grown from 44 to 60 pages.

Edmund M. Loftus, former manager of general advertising, has been named advertising manager of the *Honolulu Star-Bulletin*, which he joined in 1946. Prior to that time he was with Paul Block & Associates for 18 years . . . George C. Biggers, Jr., has been appointed assistant manager of the general advertising department of *The Atlanta (Ga.) Journal*.

A new kit of matted illustrations planned to simplify the grocer's problem of preparing more effective newspaper advertising has been instituted by Metro Associated Services, Inc., New York City, publishers of the Metro Newspaper Service and other retail advertising mat services.

The complete kit, entitled Metro's



REDFERN HOLLINS has been appointed sales promotion manager for W. R. C. Smith Publishing Co.

# where there's smoke... there's **BUSINESS!**

8½ years of full employment, with over a million workers earning the highest factory wage rate of any of the 5 largest cities in America, have made Detroit a fabulously wealthy market. Today, there are still no signs of a let-up ... proof of which is in the August production figures, highest monthly output ever reached by the automotive industry. It is this past and present ... plus the bright outlook for the future ... that makes Detroit your most fertile ground to plant your advertising dollars.

Number One newspaper medium in the Detroit market has always been The Detroit News—first in total advertising lineage, first in trading area circulation weekdays and Sundays, first in home-delivered circulation. It's as simple as this: If Detroit, tell your story in The News.

444,173—total weekday circulation—again the highest weekday circulation ever attained by any Michigan newspaper.

*Largest circulation gains of any Detroit newspaper*

559,675—total Sunday circulation. A.B.C. Figures for 6-months period ending March 31, 1949.

**GENERAL MOTORS**

**FORD**

**CHRYSLER**

**HUDSON**

**PACKARD**

**KAISER-FRAZER**



Owners and Operators of Radio Stations W W J. W W J-FM. W W J-TV

NATIONAL REPRESENTATIVES: DAN A. CARROLL, 112 E. 42ND ST., NEW YORK 17 THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO 11





**SIGNING:** General Electric Co. contracts to sponsor all University of Nebraska football games via WOW, Omaha, and KODY, North Platte, Neb., plus televised home games on WOW-TV. Left to right: A. H. Luebke, General Electric district manager; Fred Ebener, WOW sales manager; Dan Kelley, G-E sales manager.

Super Food Service, is made up of a 50-page proof book carrying more than 900 illustrations, plus mats of all the illustrations. A sample copy of the proof book will be mailed for inspection to any food store or newspaper in the United States upon request.

The kit has been organized with a view to making it easier for the grocer himself to design attractive layouts. All the additional tools required would be a pair of scissors, paste pot, pencils and layout paper.

*The Philadelphia Inquirer* has begun publishing a New Jersey edition for distribution in Camden, Salem, Burlington and Gloucester counties. This edition is a separate section containing school, club, social and entertainment news of interest to New Jersey residents, plus advertising of the Camden, N. J., area stores. It is distributed in the four New Jersey counties only, along with *The Philadelphia Inquirer's* regular section.

*The Wall Street Journal* has more than doubled its Middle Western advertising sales staff in the past year.

In Camden, N. J., *The Morning Post* and *The Evening Courier* have been merged, and an afternoon daily, *The Courier-Post*, is now being published. Harold A. Stretch was president and publisher of both newspapers, having purchased them from *The (Philadelphia) Bulletin* in May, 1947.

For the third successive year *The New York Times* has been awarded first prize among newspapers in the United States in the Best of Industry

competition sponsored by the Direct Mail Advertising Association. The competition is conducted annually on a nation-wide basis among direct mail advertisers. *The Times* winning entry contained 35 samples of direct mail promotion. The promotion material covered all categories of national advertising, classified advertising, retail advertising, circulation promotion, and promotion for the International Air Edition of *The Times*.

#### TELEVISION

Lucky Strike, Bulova, Chesterfield and Admiral Refrigerator ranked highest, of those checked, on the initial study, covering August, of the Starch Report on television commercials. This group ranked among the first 10 on remembrance and were among "those liked best" by set owners.

When asked, "Have you seen this commercial?", the cross section of set owners in the four cities (New York City, Chicago, Philadelphia, Boston) where interviewing was conducted, ranked the first 10 among those checked as follows: Lucky Strike, 92%; Bulova Watch, 88%; Chesterfield, 85%; DuMont Television, 81%; Admiral Refrigerator, 79%; Philco Radio, 79%; Camels, 69%; Auto-Lite Spark Plug, 66%; Gulfpride Motor Oil, 64%; Kaiser-Traveler, 62%.

When set owners were asked to give their reaction to the commercials they had seen within five categories ranging from very favorable to very unfavorable, the leaders with the percentage on the favorable side were: B. V. D. Underwear, 84%; Ajax Cleaner, 81%; Lucky Strike, 75%; Colgate, 70%; Kool Cigarettes,

69%; Oldsmobile, 63%; Admiral Refrigerator, 59%.

The number of Columbia Broadcasting System television affiliates has been increased to 50 with the addition of WJAR-TV, Providence, R. I., to the CBS-TV network . . . WFMY-TV, Greensboro, N. C., made its debut September 27. Owned and operated by the publishers of the *Greensboro Daily News* and *The Greensboro Record*, it is affiliated with NBC, CBS, ABC, and DuMont television networks. Gaines Kelley is general manager and L. O. Hutchins, commercial manager. Harrington, Righter and Parsons, New York City and Chicago, represents the new station nationally.

#### RADIO

An exhaustive study of transit radio operations (FM radio in public transportation vehicles) has been mailed to all FM member stations of the National Association of Broadcasters.

The report, based on the experience of seven FM stations engaged in transit radio operations throughout the Nation, is intended as a guide to broadcasters contemplating the addition of transit service to their present operations. The stations studied in preparation for the report were KXOK-FM, St. Louis; WCTS, Cincinnati; WWDC-FM, Washington, D. C.; WMLL, Evansville, Ind.; WPLH, Huntington, W. Va.; KBTR-FM, Minneapolis, Minn.; WIBW-FM, Topeka, Kans.

The transit radio report includes detailed information on audiences.



**JOHN COWDEN**, with CBS since 1938, is named to head Promotion and Advertising Department.

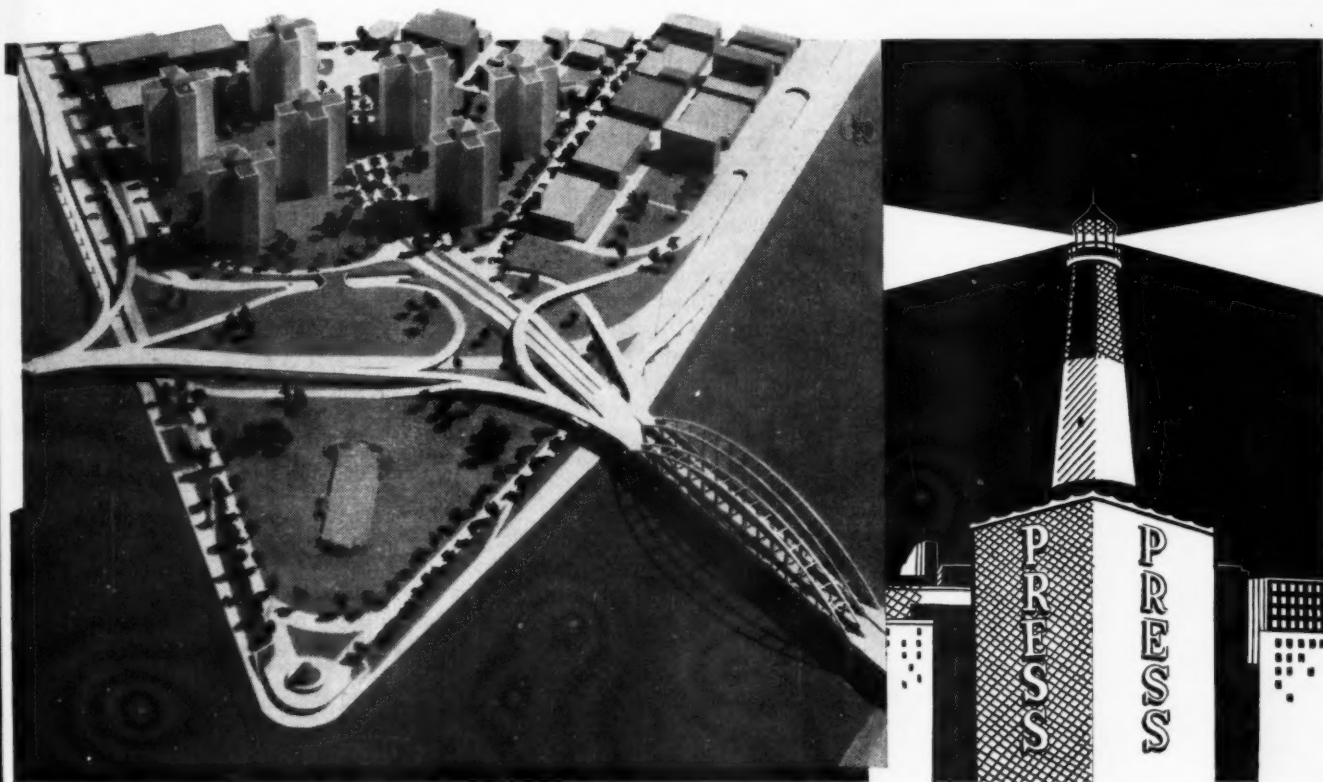
contracts with transit companies, listener reaction, program and engineering department compositions in stations, program sources and facilities, program structures etc. Samples of records and repair cards for bus and trolley receivers are included.

The NAB board has also authorized similar studies of storecasting, successful FM programs, and FM

## LOOK AGAIN AT PITTSBURGH'S BILLION-DOLLAR LOOK

Negotiations are under way for the last piece of property needed for Pittsburgh's new 36-acre Point Park. Another park, with underground storage for 1,000 cars, will lie between the new Mellon-U. S. Steel and Alcoa skyscrapers. Tropical and native birds, plants and fish will be "at home" in a new conservatory-aviary now a-building on the North Side. A children's zoo was opened this fall in Highland Park.

Pittsburgh's many park improvements, together with vast programs for slum clearance, and a breath-takingly modern airport-recreation center to open next year, will make Pittsburgh a pretty picture. But what gives substance to the picture—what makes Pittsburgh a market with a terrific present and future—is the industrial expansion program into which business is pouring far more than a billion dollars.



The 36 acre Point Park will surround the site of historic Fort Pitt. 23 adjoining acres also will be redeveloped.

In the Pittsburgh City and Retail Trade Zones—where civic projects and industrial expansion are moving ahead at a fast clip—The Press is No. 1 in circulation by 35,000 copies. In these zones, the number of persons who buy the Press every evening is as great as the entire population of Dayton, Miami, Richmond, Oklahoma City or Providence. And the eight counties entirely or partially within the Retail Trade Zone boundary spend 2¼ billion dollars a year in retail sales!

Because it is a great sales-producing medium in a great market, The Press is publishing more advertising volume this year than any Pittsburgh newspaper has ever published before.

Find out how The Press can work for you. For rates, case histories or merchandising help, call your Press Representative. Every Scripps-Howard Representative is a Press Representative.

### TOTAL ADVERTISING LINES

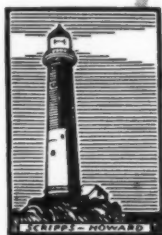
published in first 7 months

	1948	1949	Change
PRESS (e).....	9,878,548	10,537,030	+658,482
PRESS (S).....	4,536,686	4,648,084	+111,398
Post-Gazette (m).....	5,562,745	5,390,108	-172,637
Post-Gazette (S).....	—	1,351,083	—
Sun-Telegraph (e).....	6,623,370	7,099,695	+476,325
Sun-Telegraph (S).....	3,952,715	3,841,058	-111,657

Sunday figures include all supplements

Source: Media Records, Inc.

Represented by the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



# The Pittsburgh Press

No. 1 in City Circulation — in Classified Advertising — in Retail Advertising — in General Advertising — in Total Advertising

station management, which are in the process of compilation.

Wendell B. Campbell, former general manager of KMOX, St. Louis, is named general manager of WCCO, Minneapolis, Minn. He is replaced at KMOX by Erwin H. Shomo, promoted from sales manager of WBBM, Chicago. Merle Jones, who was general manager of WCCO, is now general manager of KNX, Los Angeles, and of the Columbia Pacific Network. All these stations are owned and operated by Columbia Broadcasting System . . . Richard A. Moore has been appointed assistant general manager and director of television operations of the Western Division of the American Broadcasting Co. . . . Harold A. Soderland has been appointed sales manager of KFAB, Omaha, Neb. He has been in charge of regional sales for the CBS affiliate for the past five years.

## MAGAZINES

A total of 1,350 retail stores in five different classifications will tie in with *Esquire's* Christmas merchandising program this November and December. Store participation to encourage the sale of *Esquire*-advertised Christmas merchandise will include interior and window display, newspaper, direct mail, and radio advertising and publicity. The theme of all the merchandising material is *Esquire's* editorial theme for the season: "An Old-Fashioned Christmas."

According to Edwin B. Stern, the magazine's merchandising manager, the stores are divided as follows: 300 drug stores; 300 jewelry stores; 300 liquor retailers; 400 men's apparel outlets; 50 leading department stores. The merchandising program is in two parts. The first, which ties up 100 men's stores and the 50 department stores, is on an exclusive, one-to-a-city basis. The second, not exclusive, is for the other outlets listed.



J. H. THOMPSON, former industrial advertising manager, Westinghouse Electric Corp., now v-p of Electrical Publications, Inc.



JAMES S. TYLER has rejoined Mutual Broadcasting System and been named advertising manager.

The exclusive program offers retailers, for a nominal fee, a specially designed window display; four display cards; a listing as the exclusive *Esquire* store in each city in a full-page advertisement in the December issue of the magazine; special Christmas mountings of *Esquire* reprints; mats of three newspaper advertisements; publicity releases; mounted reprints of *Esquire* editorial material; an advance list of merchandise resources for merchandise advertised in the magazine. All printed material is in full color.

Three hundred additional men's apparel stores and drug and jewelry retailers will receive window display cards, window streamers, counter cards, mounted reprints of *Esquire* advertisements and mounted *Esquire* covers. Liquor stores get cards adapted to window or counter display and reprints of advertisements.

The program has been designed to emphasize and promote merchandise for *Esquire* advertisers rather than over-publicize the magazine itself.

C. S. Larry Hanson, formerly Eastern advertising manager of the American Newspaper Advertising Network, has been appointed advertising manager of *Flair*, the new magazine to be published next January by Cowles Magazines, Inc.

The October issue of *Ladies' Home Journal* and the October 15 issue of *The Saturday Evening Post* carry an innovation in magazine advertising: "BUY-LINES by Nancy Sasser" featuring brand name products in editorialized advertising columns that will appear in both magazines from now on.

Space is sold only by the Sasser organization and rates are based on the black and white line rates of *The Saturday Evening Post* and of *Ladies' Home Journal*, plus the premium BUY-LINES carries for editorialized advertising service.

## BUSINESS MAGAZINES

National Business Publications, Inc., will hold its annual meeting in New York City on Thursday, November 17, 1949, directly preceding the yearly conclave of the Controlled Circulation Audit. Lansing Chapman, publisher of *Medical Economics* and president of N. B. P., has announced the following Annual Meeting Committee: Chairman, Edward Lyman Bill, president, Bill Brothers Publishing Co.; L. C. Fletcher, president, The Gage Publishing Co.; Croxton Morris, vice-president and general manager, Public Works Journal Corp.; Robert E. Harper, managing director, N. B. P.

*The Yankee Food Merchant*, a newspaper covering the New England retail food market, published every other week in Boston, has become affiliated with the Bill Brothers Publishing Corp. of New York.

Bill Brothers controls *Grocer-Graphic*, *Sales Management*, *Fountain Service*, *India Rubber World*, *Premium Practice & Business Promotion*, *Rug Profits* and *Tires Service Station*.

Under this new direction *The Yankee Food Merchant* will remain distinctly a New England grocery publication but will utilize the broader editorial and promotional facilities of the Bill Brothers organization.

On the editorial staff will be Joseph C. Hearn, Jr., and Phyllis Taylor. Clinton A. Hannaford will be advertising manager. Editorial directors will be Leavitt C. Parsons (Boston), Edward Lyman Bill and Edward Malone (both of New York).

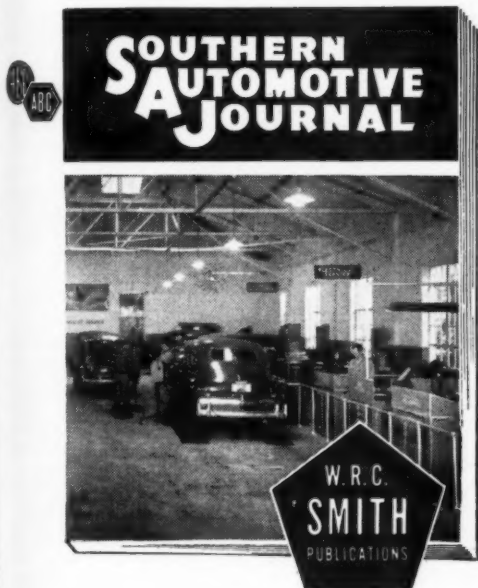
National Business Publications, Ltd., starting this month, will publish a bi-monthly industrial technical magazine for the Canadian oil industry under the title of *Canadian Oil & Gas Industries*.



LESLIE A. WATT has been elected president and publisher of Watt Publishing Co., Mt. Morris, Ill.



# Southern Automotive Sales and Service *continue strong all winter long*



Climate teams up with a whopping tourist traffic to bolster sales in the 19 nature-favored states served by *Southern Automotive Journal*

Best way to prevent a sagging sales curve is to go after business *where business is*. No seasonal slumps in the South and Southwest. Here's where you can make sales the year 'round—parts, accessories, shop equipment—all automotive supplies.

To maintain high volume during the winter months, apply special pressure on Southern and Southwestern outlets through *SAJ*. The system works; experience of hundreds of *SAJ* advertisers proves it.

That is because *Southern Automotive Journal* takes your story to practically every jobber and distributor—the leading dealers, garages, fleets and larger service stations throughout this fastest-growing market. Circulation is 26,156, ABC net paid monthly—blanket coverage in more than 5,500 cities and towns in 19 states. This is the type of power penetration you need; it's unmatched by any other publication in the field. Schedule heavy space for *SAJ* now.

## South and Southwest leads Nation in Registration Gains

Percentage increase—1941-1948



Southern & Southwestern registrations topped 12 MILLION last year—and are still growing!

## SOUTHERN AUTOMOTIVE JOURNAL

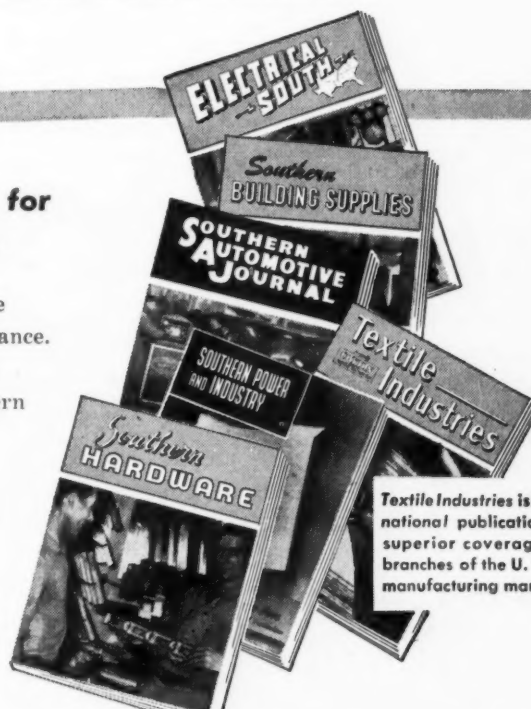
806 Peachtree St., N.E., Atlanta 5, Ga.

## Here is the concentrated power necessary for selling the booming South and Southwest

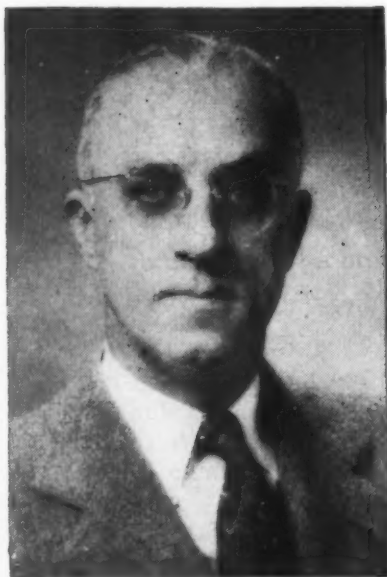
In your drive for wider distribution and increased volume down South, dealer and jobber support is of first importance. This becomes clearly evident when it is understood that more than three-fourths of the Southern and Southwestern population is located in cities and towns of under 25,000. Of the market's total retail outlets, 70% are in this bracket. The *Smith Publications*, with dominant regional coverage, big city and small, can best help you reach the men you must sell if you are to fully capitalize your Southern opportunity.

## W.R.C. SMITH PUBLICATIONS

806 Peachtree St., N. E., Atlanta 5, Ga.



## New Utility President



N. Bernard Gussett has been elected president of Iowa Power & Light Company, with headquarters in Des Moines, Iowa. Mr. Gussett is a regular Wall Street Journal reader. Mr. Gussett and 33,759 other company presidents who are leaders in the fields of business, industry and public service are among The Journal's daily reading audience of 233,123. These executives are a tremendous and influential market. You advertise to decision-makers from coast to coast when you put The Wall Street Journal at the head of your list. It's the Only National Business Daily.

## JOBBER SALESMAN WANTED

Executive Caliber Jobber Salesman to contact major Wholesale Hardware and Wholesale Implement firms located throughout the middle west. Sales will consist of steel grain bins, hog feeders, stock watering tanks, and similar items produced by the manufacturer of the most complete line of agricultural sheet metal products in the United States. When applying, state age, experience, income expected, when available, and any other information you consider pertinent.

## SIOUX STEEL COMPANY

Sioux Falls, South Dakota

## SALES LETTERS

that keep prospects interested between salesmen's calls

Send for FREE Sales Letter Outline

ORVILLE E. REED

First National Bank Bldg., Howell, Mich.

## PLANNED YOUR CONVENTION YET?

**HOTEL del CORONADO**, Coronado Beach, Calif. (across bay from San Diego) offers ideal resort hotel convention facilities for groups to 1200. Ocean front, marvelous food, spacious theatre, meeting, conference, assembly rooms. Banquet and ball room for 1500. All sports on grounds. Tijuana, Mexico, only 15 minutes. Races, Jai Alai. No summer rains. Write for Folder C, Harry S. Ward, Mgr.

## Statement of Ownership

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946.

Of SALES MANAGEMENT, published semi-monthly on the 1st and 15th except in May and November when it is published on the 1st, 10th and 20th at East Stroudsburg, Pennsylvania for October 15, 1949.

STATE OF NEW YORK }  
COUNTY OF NEW YORK }<sup>ss.</sup>

Before me, a Notary Public in and for the State and county aforesaid, personally appeared Philip Salisbury, who, having been duly sworn according to law, deposes and says that he is the Editor of SALES MANAGEMENT and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily, weekly, semiweekly or triweekly newspaper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the act of August 24, 1912, as amended by the acts of March 3, 1933, and July 2, 1946 (section 537, Postal Laws and Regulations), printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, SALES MANAGEMENT, INC., 386 Fourth Avenue, New York (16), N. Y.; Editor, Philip Salisbury, 386 Fourth Avenue, New York (16), N. Y.; Managing Editor, A. R. Hahn, 386 Fourth Avenue, New York (16), N. Y.; Business Manager, Raymond Bill, 386 Fourth Avenue, New York (16), N. Y.

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address,

as well as those of each individual member, must be given.) Sales Management, Inc., Raymond Bill, Edward Lyman Bill, Randolph Brown and Philip Salisbury, all at 386 Fourth Avenue, New York (16), N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.) None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

5. That the average number of copies of each issue of this publication sold or distributed through the mails or otherwise, to paid subscribers during the twelve months preceding the date shown above is . . . (This information is required from daily, weekly, semiweekly, and triweekly newspapers only.)

PHILIP SALISBURY  
Editor.

Sworn to and subscribed before me this 26th day of September, 1949.

[SEAL] Helen M. Verlin  
(My commission expires March 30, 1950.)

Coming Nov. 1

## What Type of Woman Is Most Likely To Succeed in Direct Selling?

—See page 56, Oct. 15 issue for Part I

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## SALES MANAGER

38 years old, top producer, now employed as regional sales manager by leading specialty manufacturer seeks opportunity to assist Sales Manager or President of stable firm wishing to build strong national sales organization. Record shows 14 years of continuous, aggressive sales success in buyers' markets only. Substantial salary plus incentive required. For resume, photo and interview write Box 2599, Sales Management, 386 4th Ave., New York City.

## THE SALES MANAGER YOU SEEK

Accustomed to handling all sales, service and advertising functions of \$3,000,000 nationally-distributed annual net volume. Mature executive. Aggressive. Sound background of 20 years top-flight large corporation experience in sales, sales promotion and management. Age 46. West Point graduate. Well recommended. Willing to travel. Will relocate. \$10,000-\$12,000 plus incentive. Available on 30-day notice. Box 2620, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

## WANTED SALES MANAGER

We want a man thoroughly experienced in all phases of salesmanagement, particularly market, analysis, product appraisal, territory assignments, jobber distribution. He should be between the ages of 38 and 50, with the ability to fit into a long-established and growing organization with national distribution of its products. A knowledge of the electrical industry will be helpful but not essential. He will receive a substantial salary plus bonus, and will become eligible to participate in our profit sharing plan. Write Box 2638, Sales Management, 386 4th Ave., N.Y.C., and tell us about yourself. Replies are confidential. Our Sales Organization knows of this ad.

## For More Effective Presentations

Like new, recent model portable electroscope complete with automatic slide, four 48-picture reels, 100 extra frames, carrying case. Cost \$365, sell \$250. Will ship for trial inspection. Adv. Mgr., Porter-Cable Co., 1714 No. Salina St., Syracuse 8, N. Y.

Now In Preparation

## MAIL ORDER BUSINESS DIRECTORY

Lists and classifies thousands of mail order businesses. pre-publication price \$7.50  
ROBERT ISAACSON, 92 Liberty St., N. Y. 6



# COMMENT

## BUSINESS HAS ITS ISOLATIONISTS, TOO

In the September 15 issue\* we quoted the late Saunders Norvell thus:

"You cannot always be giving out without sometimes taking in. You must gather new ideas. Frequently ideas that are used in some other line of business can be used to advantage in your business. Therefore I believe a sales manager should associate with sales managers, not only in his own line, but in other lines."

While it is true that there is a vastly freer interchange of management ideas now than there was, say, 20 years ago, we are only in the primary stages of discovery about the extent of the potential profit that lies in "cross-fertilization" between one industry and other industries. Almost every industry you can think about is, to some marked extent, the prisoner of tradition.

There must be some significance in the fact that so much of the professional leadership in selling is identified with (1) firms that have discovered the "transferability" of ideas from one industry to another because they sell "across the board"; (2) with firms that make and sell items of relatively high unit value which contribute substantially either to our industrial efficiency or our consumer standard of living. The companies in this second classification must do a superior selling job in order to stay in business. They must have *more* management ideas. They must have *effective* management ideas.

It seems somewhat curious that the "cross-fertilization" principle is so dimly understood and applied. It seems curious that there is a substantial number of companies that seem deliberately to insulate themselves against ideas from the outside. They see no merit in traffic in ideas, and they express this belief by non-participation in professional meetings, by iron curtain publicity policies, by refusal to pool their experiences in field surveys. They are, in short, business isolationists.

Sometimes these attitudes are merely a tradition legacy from an era in which business pursued pretty much of an "every man for himself" policy. In those days no one used the term "social responsibility" of business. The concept hadn't yet come into being.

And sometimes the attitudes are only a reflection of the fact that an exceedingly shy man is sitting in the president's chair—a man to whom the maintenance of personal modesty is more important than anything else.

Undeniably, too, some of this isolationism is chargeable to company dominance by legal and financial minds to whom a negative approach seems to come far more naturally than a positive approach.

The purpose of this editorial is merely to ask for a re-examination of company policy with respect to participation in inter-industry professional activities in the light of today's evaluation of such activities. Let's look at it both

\* See Shop Talk, page 116, SALES MANAGEMENT, Sept. 15, 1949.

from the standpoint of selfish interest and the standpoint of sound public relations. H. A. Overstreet, in his new book "The Mature Mind," has a thought-provoking paragraph on the subject:

"It [the system we call capitalism or free enterprise] has meant the enormous development of what we might call 'the art of convention' . . . the coming together of specialists of like interest to pool their information and experience . . . One vastly encouraging result of all this has been that area after area of human experience has been rescued from the tyranny of superstition, rule-of-thumb folklore, and sheer helpless ignorance."

## \$50,000 FOR EVERYBODY

We've long been impressed with the copy in the advertisements of Warner & Swasey, machine tool manufacturers, Cleveland. We've also long regretted that these advertisements have not been directed to the public for which they are written. Nevertheless, we would like to call your attention to the recent advertisement:

### Let's Pass a Law to Make Everybody Rich

"Whenever there is the slightest down-turn in prosperity, some people rush to correct it by passing laws. Right now the hue and cry is to 'keep up the buying power' by more pay for less work, and higher wages with no corresponding obligation.

"That is not going to make jobs and prosperity. Buying power isn't *money*, it's *production*—it's creating clothing and houses and cars—it's the things people want. I have more buying power if I produce more of the things you want, to trade for more of what *you* make.

"If dollars made prosperity, we would only have to pass a minimum wage law of \$50,000 a year. Think of the buying power! Everyone would be rich and therefore, of course, happy. Especially the smart planners who want to regulate our lives for us.

"But with no incentive any more to earn and profit, there would be no production. And with huge quantities of dollars in everyone's hands, the dollars would soon cease to buy anything. So everybody would soon starve to death. Even the planners."

Amen.

## SHIRTTAIL EDITORIAL

This is a market of buyers, but it's still the rare retail salesperson who'll even ask for the order.

# Blue

## Stops the eye...Starts the Sale

BLUE is the key  
to greater profits...  
helps open the door  
for your products.  
Acts as a powerful  
advertising,  
merchandising  
and sales tool.

- easier to see and remember
- stands out . . . assures better display
- rich . . . distinctive . . . smartly modern
- builds profits . . . steps up repeat sales
- wide variety of styles and sizes

### Write for Samples

MARYLAND GLASS CORPORATION  
BALTIMORE 30, MARYLAND

PACK TO ATTRACT IN

# Maryland Blue

Also available in clear glass



*In Chicago there's  
an easier way with  
results the same day*



Women respond best to the  
Chicago Tribune! Hence department stores place  
more of their advertising budgets in the  
Tribune than in all other Chicago papers combined!

*to reach Chicago women do as retailers do... use the Chicago Tribune*



